



Climate-Resilient Ecosystems and Livelihoods (CREL)

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Assessment of CMO Sustainability
and Capacity Needs: Summary Report

18 February 2014

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1. Introduction

1.1 Background

CREL aims to ensure the sustainability of co-management arrangements already established in selected biologically significant wetlands and forests - protected areas (PAs) in Bangladesh; to enhance this through improved governance of natural resources and biodiversity, increased resilience to climate change, and livelihood improvement and diversification; and to extend this to new locations.

Previously USAID supported projects, namely Management of Aquatic ecosystems through Community Husbandry (MACH), Nishorgo, and Integrated Protected Area Co-management (IPAC) have successfully introduced the concept of co-management in Bangladesh and formed several co-management organizations (CMOs) of different types (including both formal co-management committees that bring together government and civil society, and community based organizations (CBOs)) building on sustainable natural resources management frameworks. Existing CMOs are located in CREL's working areas in the northeast region (Sylhet/Srimongol), southeast region (subdivided by CREL into Chittagong and Cox's Bazaar regions), and southwest region (Khulna). One of the key objectives of CREL is 'to leave a set of self-sustaining local co-management institutions', and linked with this one of the important indicators of the effectiveness of CREL is the "Number of co-management units with improved performance". Some necessary conditions based on experience include:

- a) the CMO has a **recognized right** and responsibility to take meaningful decisions over land uses and NRM in a defined area;
- b) participation in the CMO is of **value** to those involved (this may be as part of their job description, or from personal interest, status, public service, or direct benefit); and
- c) CMO brings **positive outcomes** (in the case of CREL mainly for natural resources (NR) and biodiversity).

Positive performances and capacity to perform without external facilitation are the focus of CREL in CMOs capacity building. A detailed assessment of these CMOs and/or CBOs was undertaken in Year 1 as a baseline during July-September 2013. A total of 58 CMOs were assessed in forest PAs, haor and coastal wetlands (including Ecologically Critical Areas (ECAs)), see Table 1.

Table 1 CMOs/CBOs and related organizations assessed

Region	Forest PAs		Wetland / ECA		
	CMC	PF	RMO/ VCG	UP committee	UZ committee
North-East	4 (of 4)	4 (of 4)	RMO: 8 (of 8) VCG: 3 (of 28)	1 (of 11)	2 (of 7)
South East (Chittagong)	6 (of 6)	6 (of 6)			
South East (Cox's Bazar)	7 (of 7)	7 (of 7)	0 (of 4)	1 (of 1) (but overlap with UZ)	1 (of 1)
South West (Khulna)	4 (of 4)	4 (of 4)			
All	21	21	11	2	3

Assessments were conducted by a selected group of senior staff from CREL's implementing partner organizations, who were not directly involved in facilitating the concerned CMOs. The assessment tool was developed by the Co-management Advisor with the governance team through consultations with the partners and based on experience conducting similar assessments in previous projects.

The overall rating these CMOs can be compared with those made by IPAC in February 2013, but the CREL baseline is considerably more detailed in its score card and included additional themes (such as climate change resilience). The findings summarize the current status of the CMOs developed during

MACH, NSP, IPAC and after non-USAID supported projects in two ECAs. They include identification of common and site-specific CMO strengths, gaps, weaknesses, and suggest some measures as well as recommendations by the implementing partners who are using these to prepare capacity building and sustainability roadmaps for each CMO.

1.2 Objectives of CMO Assessments

This assessment was expected to:

1. Make a robust and rigorous assessment of the status and capacity of local level co-management institutions;
2. Guide capacity building through CREL;
3. Inform co-management stakeholders / participants (GOB and communities) of the findings and expectations of them;
4. Provide a baseline against which progress of CREL in facilitating sustainability of these institutions can be assessed in later years (specifically for CREL Performance Indicator 10 (number of co-management units with improved performance) but also contributing to several other indicators.

1.3 Method and Tool of Assessment

The assessment method and tools needed to be flexible to cover a range of related institutions, mostly community based organizations and co-management committees. It was designed based on experience with similar scorecards in past projects such as various fisheries, co-management and community based projects and internationally used institutional assessment methods for NGOs and CBOs. Selection of topics was driven by the expected functions of CMOs.

The CMO assessment tool was a scorecard covering four broad aspects of institutional performance divided into 11 themes (Table 2) measured through 102 indicators. However, not all of these indicators were applicable to each type of CMO, and an applicability table was developed for the assessment teams (for example some indicators were not applicable to CBOs, some were relevant to wetlands and not forests or vice versa).

Full details of all the indicators used are given in the scorecard in Annex 1, here they are summarized:

- Natural Resources Management: focused on the existence of NRM management plans, method and extent of participation in planning or decision-making, allocation and utilization of plans, existence of NR access rules, impact and extent that CMOs ensure compliance with those rules (e.g. illicit felling, poaching, breaking fishing rules, encroachment), and conflict management.
- Climate Change Resilience: provision of related services including climate change vulnerability assessment, incorporation of climate risks in CMO plans and decision making, provision of climate risk-hazard-uncertainty related information, implementation of adaption measures in overall management or annual plan (e.g. land or water use rules), and provision of pro-poor emergency or welfare support to climate victims (e.g. CPG members, VCFs).
- Monitoring and Learning: existence of CMC recording of rule breaking (including illegal activities), any monitoring of biodiversity indicators, basic knowledge and results sharing on biodiversity in PAs including collaboration with external research or conservation monitoring and use in decisions.
- Inclusiveness of poor and women: representation of poor and women in CMOs, participation during planning and decision-making, use of traditional or ethnic knowledge, access of poor and traditional users, understanding role of poor and women sub-groups by CMOs, impact of CMO on livelihoods of poor and women and women focused CMO consultation.
- Organizational Effectiveness: this includes holding regular meetings, record keeping of meetings, and status of the CMO (e.g. office, bank account, government recognition).

Table 2 CMO Assessment themes

Indicator theme	Number of Indicators
Service Delivery <ul style="list-style-type: none"> - NRM (plans, rules, compliance, etc.) - Climate change resilience - Monitoring and learning 	24
Inclusiveness: <ul style="list-style-type: none"> - Inclusiveness of poor - Women's role 	23
Organizational Management <ul style="list-style-type: none"> - Effectiveness - Financial management 	25
Governance of Co-Management <ul style="list-style-type: none"> - Internal governance - Leadership - Government support - External linkages 	30

- Financial Management: aspects include fund raising plan, resourcing, status and utilization of fund or grants, financial policy and its compliance, internal or external audit, knowledge of civil society and GoB stakeholders on fund raising and use of funds by each other in co-management.
- Internal governance: documents status or issues related for example to elite capture within CMOs, outsider's control over NRs, election of office bearers, extent of non-government membership, role of sub-committees, CMO supervision of guarding.
- Leadership: quality of leadership performance includes the openness of leaders to community participation, balance of power, performance evaluation, compliance to officer bearer's role and ability in conflict management.
- Government support of co-management: includes proactive involvement of local government officials in conflict mediation or enforcing rules to support CMOs, outcomes of government support, support from Union Parishad in resolving problems, attitude of government officials and Union Parishad members in CMO, any conflicts between government actions and the CMO plans and decisions, and the type or level of support provided by the government.
- External linkage: this documents any CMO links with NGOs, private sector, networks, or others, CMO requests to government or others for better NRM or biodiversity conservation, and awareness raising activities organized by the CMO.

In the score card each indicator could have one of three specifically defined categories, and based on this a score expressed as a percentage of the applicable maximum possible score for that theme was calculated, as well as an average of these percentages for each CMO. These give a measure of the absolute and relative performance in different thematic areas for individual CMOs, and comparisons between CMOs within and between regions. For comparison of status scores are useful as this method is flexible because indicators that are not applicable are not used and do not influence the score expressed as a percentage of the maximum applicable for that CMO. The scorecard also highlights general areas (themes) of weakness or strength and is an indicator of overall performance for comparison between CMOs. Individual applicable indicators that score 0 (worst) highlight specific areas to address and capacity building (e.g. record keeping). However, the narrative description of status and issues associated with each indicator score is a vital part of the assessments that helps to explain the status of the CMOs and guides possible strengthening and facilitating actions.

There were several steps to complete the assessment that involved surveying community groups, governing stakeholders, grass-root beneficiaries followed by a triangulation to score the indicators. Scorecards were completed by a team from the respective partner who were not directly facilitating the CMO in order to maintain objectivity. Qualitative supporting explanations and notes highlight the underlying issues – some to be addressed locally and some through enabling measures.

2. Findings

In the following tables of scores those above the threshold of 70% considered to indicate likely sustainability are highlighted in green, while the poorest scores (below 33%) indicating an absence of substantive capacity or achievement are highlighted in pink as priority areas to focus on in strengthening CMOs and co-management.

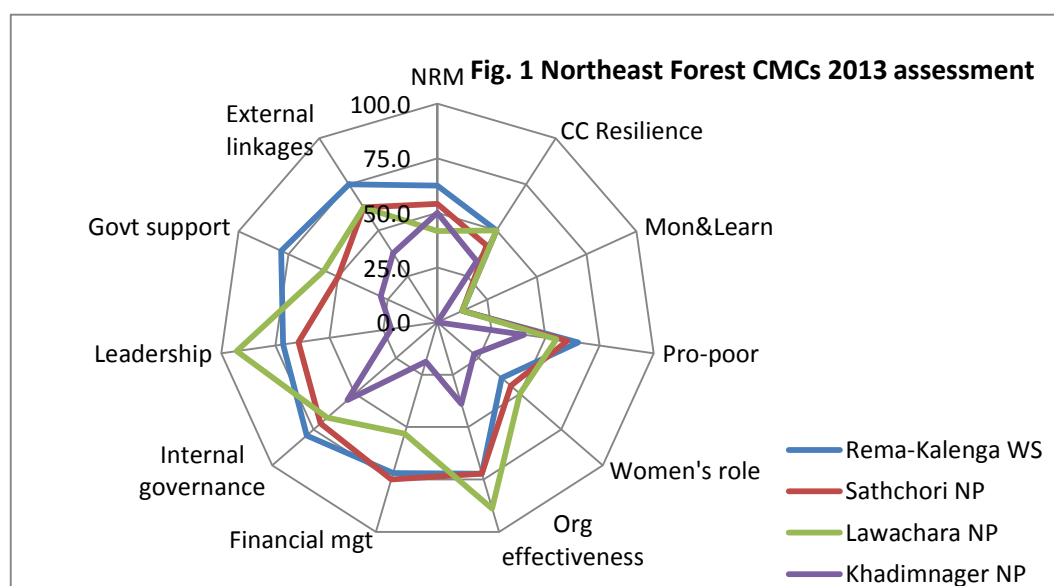
2.1 Forest CMCs

2.2.1 North-East Region: Sylhet

Of the four forest PA CMCs in this region, three were founded in the first half of the 2000s and Nishorgo project, of these one (Rema-Kalenga) appears close to graduation and is the best performing of the CMCs inherited by CREL (although in some aspects the scores can be deceiving as will be discussed), while the newer CMC (Khadimnager) is one of the weakest. In general there is a lack of monitoring and learning systems in-built into the CMCs, while the longer established CMCs as organizations perform quite effectively in terms of meetings, governance and leadership. Table 3 summarizes these scores, while Fig. 1 presents this comparison visually.

Table 3 Scores for Forest PA CMCs in northeast

Indicators	Rema-Kalenga WS	Sathchori NP	Lawachara NP	Khadimnager NP	Average Score
NRM	62.5	54.2	41.7	50.0	52.1
CC Resilience	50.0	41.7	50.0	33.3	43.8
Monitoring & learning	12.5	12.5	12.5	0.0	9.4
Pro-poor	65.0	60.0	55.0	40.0	55.0
Women's role	38.9	44.4	50.0	22.2	38.9
Org effectiveness	72.2	72.2	88.9	38.9	68.1
Financial mgt	71.9	75.0	53.1	18.8	54.7
Internal governance	79.2	70.8	66.7	54.5	67.8
Leadership	71.4	64.3	92.9	21.4	62.5
Govt support	78.6	50.0	57.1	28.6	53.6
External linkages	75.0	62.5	62.5	37.5	59.4
Score % Overall	61.6	55.2	57.3	31.4	51.4



Here some general points on the CMCs are made, while Table 4 gives more detail on common findings which were observed during the assessment and key problems/weaknesses of CMCs in this

region that are to be addressed. However, as shown in Table 3 and Fig. 1 there are fundamental differences between Khadimnagar and the other three CMCs. Khadimnagar CMC is currently less inclusive and much weaker in its basic functioning, and has less inclusive and responsive leadership and weaker government support than the other CMCs.

Overall most decisions are made by the key persons of the CMCs. In decision making and plan preparation, involvement of poor members and women is very low. Civil society CMC members do not know the funding of GoB in and around these protected areas, and the FD and other GoB staff have not shown any interest to share with other CMO members summary information on resources, activities and expenditure for the PA management, making it difficult to coordinate any planning and interventions. On the other hand, GoB staff know well about the funding received directly by the CMO or its civil society members and monitor their activities.

Functionally, no linkage is observed between CMCs and respective Union Parishads or other organizations. Sometimes a UP chairman supports a CMO, but from the evidence of the CMOs, there was no remarkable support from GoB bodies. A Co-Management Committee has provision for up to eight FD staff, two Union Parishad representatives, two law enforcement officials (BGB and Police) and one other GoB officials as members. At the time of assessment most of these GoB officials, except those of FD, were unaware of CMC activities or those of PFs. Also non-official CMC members are not enthusiastic to establish links with government agencies. There is a lack of coordination with Union Parishads and other GoB departments. Linkages between CMCs and GoB departments and UPs need to be developed where all will work for sustainable natural resource management.

Table 4 Overview of qualitative findings in north-east forest PA CMCs

Category	Findings/Observation
SERVICE DELIVERY	
Natural Resource Management	<ul style="list-style-type: none"> No CMCs have long term goals/visions. Separate PA plans made by FD and CMCs. Five year plans of CMCs are kept files and not used or revised. Annual Development Plan (ADP) was substantively prepared by project staff and not publically available. Number of illegal activities is reduced compared with previous years for all forest PAs, CMC successes came by creating pressure/imposing personal image/influence, which may not be the sustainable. Even so CMC initiatives to take action against rule breakers who are involving in illegal activities like illicit felling, hunting, etc. are not sufficient. In some cases, either CMOs are not capable to take action or they can't raise voice against the local influential. Joint initiatives of CMC and FD remarkably reduced the encroachment of forest land in all forest PAs compared with previous year.
Climate Change Resilience	<ul style="list-style-type: none"> Did not find any assessment on climate hazards, risks, and future uncertainties. Understanding about the trend and implications of climate change is limited and is not at a level that people can use this information in their practical life. People of the PA landscape area did not get any valuable information from CMOs or project staff on CC adaptation that they can use in their practical life. CMOs did not provide any pre/post-hazard event information to the people, and no plan to support people either by own fund or by establishing linkage with Union Parishad/ Upazila/other organizations. Past reports on Climate Change Vulnerability Assessment and Action Plan were made largely by project staff of IPAC, but most CMO members were unaware about those assessments and did not consider them in use in CMO decision making or in Annual Development Plans. CMCs in general did not implement any climate change related actions. CMOs did not provide any welfare support to the affected family during any disaster. Even they did not provide any pre/post-preparedness information to their communities. None had any plan to support people either by their own fund or by establishing linkage with Union Parishad/Upazila/other organizations.
Monitoring and Learning	<ul style="list-style-type: none"> Most of the CMOs did not keep records on illegal activities in details and did not have access to these. Forest Department keeps month wise records on number of illegally cutting trees, number of offenders, seizure list, number of forest cases mentioning Undetected Offence Report (UDOR),

Category	Findings/Observation
	<p>Criminal Offence Report (COR) and Prosecution Offence Report (POR) in each Range Office. But the records are kept by Forest Department are not shared properly with CMCs (or PFs).</p> <ul style="list-style-type: none"> CMCs have no monitoring systems on biodiversity, and presently lack any capacity to develop or operate monitoring systems on bio-diversity and illegal activities. They also do not have any collaboration with external bodies for biodiversity monitoring (although some are active in the sites). During IPAC project, indicator bird monitoring has been done to monitor the biodiversity richness involving some local people, but the information was not shared with CMCs.
INCLUSIVENESS	
Pro-poor	<ul style="list-style-type: none"> Participation of poor members in decision making is very limited. No discussion or consultation with poor non-members before taking any decision. CMOs as well as previous project failed to offer any sustainable alternative livelihood options for the poor resource users/illicit feller/CPG members. No documents/data related to poor members. Generally the CMCs count PF members as poor, though they failed to show any documents regarding this. The CMCs (Except KNP) are now trying to create an environment where poor members can participate to raise their voice in decision making and activities. In social forestry plantation, access of poor as beneficiaries is improving day by day.
Women's role	<ul style="list-style-type: none"> Most CMCs never discussed with women members separately in regular or special meetings before taking any decision. In most of the cases, women members can raise their voice if they want and they have active participation in the meeting. Involvement/participation of the women members is very low in any plan preparation including ADP. At least one woman member is in every sub-committee or Project Implementation Committee, but role in activities/implementation is found almost zero. For any kind of input support, CMC give priority to woman, but not sufficiently.
ORGANIZATIONAL MANAGEMENT	
Organization Effectiveness	<ul style="list-style-type: none"> All CMC has own office inside the forest area and maintain properly. CMC meetings held regularly (except KNP) but needs support from project staffs for organizing and conducting them. Up to now meeting minutes are written by project staff. Number of participants in CMC meetings is satisfactory. Less interest on discussion of NRM rather than any development activities. CMCs are recognized by GoB Gazette and have one or two bank accounts for each CMC.
Financial Management	<ul style="list-style-type: none"> RKWS and KNP CMCs have insufficient fund for regular activities. CMCs have no fund raising plan. Project helps them to seek fund and in project proposal preparation. Maintenance of accounts related documents is satisfactory. General member's views are positive over effective use of fund. All CMCs have a financial policy. But members of the CMC are not aware enough on this. Audit is regularly conducted (except KNP) by GoB or other external bodies. CMC as well as others in civil society never know the funding of Forest Department for PA management. On the other hand, Forest Department knows about all types of expenditure of CMCs.
GOVERNANCE OF CO-MANAGEMENT	
Internal Governance	<ul style="list-style-type: none"> The role of advisers is very little. Coordination gaps with upper tier to raise voice. Beneficiaries' selection procedure for social forestry is not transparent and guidelines are not followed properly. Office bearers were selected by raising hands. CMC forms sub-committee or Project Implementation Committee based on their activities. The activities of sub-committees and PIC are satisfactory. CMC and FD jointly supervise the Community Patrolling Group (CPG) regularly and effectively.
Leadership	<ul style="list-style-type: none"> Mainly leaders or key persons take the decision for most of the activities. Maximum office bearer of all CMCs can't follow the rules properly. In some cases it is observed that office bearers are not aware about their specific responsibilities. Office bearers as well as others are not selected for more than two terms. In member selection for CMC, GoB gazette is followed properly. Leaders are skilled (except KNP) in resolving conflicts among the members and outsiders.
Government Support for Co-Management	<ul style="list-style-type: none"> Coordination gap with Union Parishad and GoB officials. Timely support from GoB is not ensured. Whenever CMC request DFO, ACF they have tried their level best to support CMC. GoB especially FD support in maximum cases improved the situation

Category	Findings/Observation
	<ul style="list-style-type: none"> Support from UP is satisfactory. CMCs receive grants (except KNP) from FD as 50% entry fee sharing. Lack of initiatives to seek any support from other GoB bodies for better natural resource management and bio-diversity conservation.
External Linkage	<ul style="list-style-type: none"> No external linkage with other organization like NGOs, private sector, etc. No external linkage with other organization like NGOs, private sector etc. Actually CMCs never feel a need to establish any external linkage for NRM. A network was formed with both forest and wetland CMOs/CBOs named “Nishorgo Network” at regional and national level during IPAC project. But there were no remarkable activities of the network and to organize meetings they fully depend on project. Several activities such as miking (against illicit felling, hunting, forest fire, etc.), Interactive Polpular Theater (IPT) show, day observation, school awareness programs, etc. have been held by joint efforts of IPAC project and CMC to publicize massage for natural resource management and biodiversity conservation. Maximum CMCs did not submit any formal request to upper tiers to seek support for natural resource management.

2.2.2 Chittagong

Among the six CMCs in this region there was little variation, the highest scoring was Karnafuli CMC (55.2%) and lowest scoring was Dudpukuria CMC (46.1%). Scores are summarized in Table 5 and Fig. 2. From Fig. 2 it is clear that for most of the indicators the CMCs scored near about 50%, which indicates they are unlikely at present to sustain. The weakest aspects of CMCs are Monitoring and Financial Management. These two capacities are crucial for organizational sustainability.

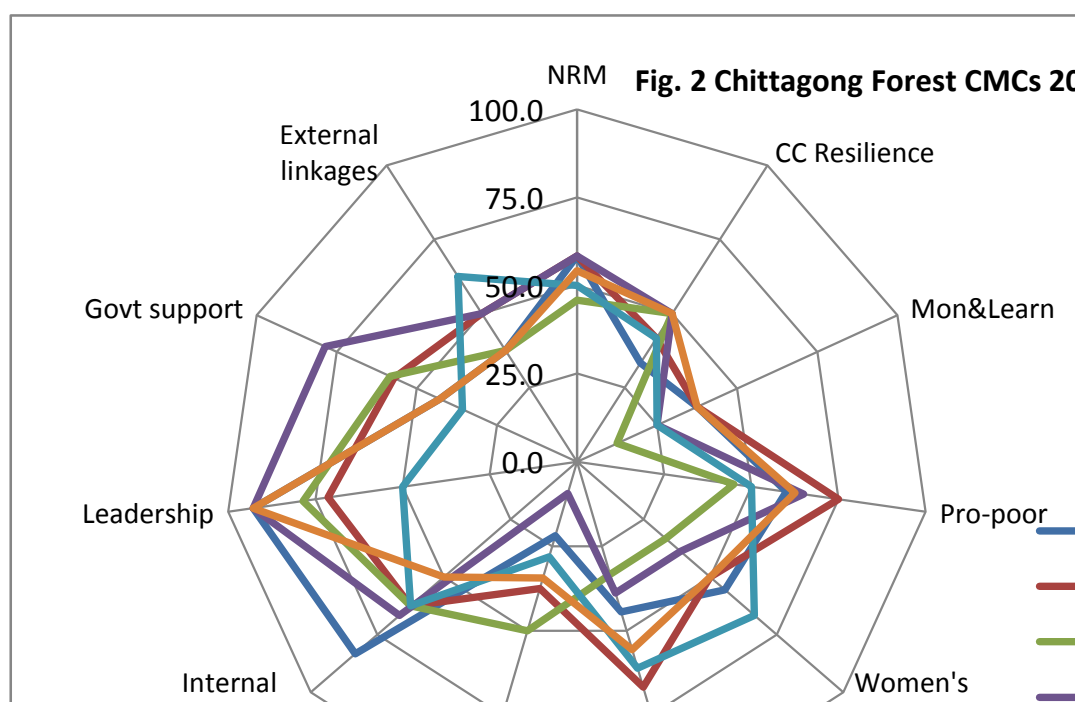
Table 5 Scores for Forest PA CMCs in Chittagong region

Indicators	Kaptai NP		Dudpukuria	Dhopachari	Chunati WS		Average Score
	Kaptai	Karnafuli			Chunati	Jaldi	
NRM	58.3	58.3	45.8	58.3	50.0	54.2	54.2
CC Resilience	33.3	41.7	50.0	50.0	41.7	50.0	44.4
Monitoring & learning	37.5	37.5	12.5	25.0	25.0	37.5	29.2
Pro-poor	60.0	75.0	45.0	65.0	50.0	62.5	59.6
Women's role	55.6	50.0	33.3	38.9	66.7	50.0	49.1
Org effectiveness	44.4	66.7	33.3	38.9	61.1	55.6	50.0
Financial mgt	21.9	37.5	50.0	9.4	28.1	34.4	30.2
Internal governance	83.3	62.5	62.5	66.7	62.5	50.0	64.6
Leadership	92.9	71.4	78.6	92.9	50.0	92.9	79.8
Govt support	42.9	57.1	58.3	78.6	35.7	42.9	52.6
External linkages	37.5	50.0	37.5	50.0	62.5	37.5	45.8
Score % Overall	51.6	55.2	46.1	52.1	48.5	51.6	50.9

Organizational effectiveness and government support are key indicators. However, external linkage or coordination with government department, agencies, and Local Government Institutions (LGIs) is absent. The principle stakeholder of the CMC is Forest Department, but in all sites coordination between civil society members and Forest Department is not at the expected level. Each of these entities has a competitive mind setup instead of complementary. The CMCs originated from complementary concept and this mind set needs to become the norm. CMO orientation is limited to implementing projects, this approach or attitude restricts their organizational development, and narrows down the organizational relationship. Following a dialogue session with Union Parishad it was revealed that CMC activities were limited to the Forest Department arena. Beyond that they are not successful to bring public consensus to protect Protected Areas. For successful co-management it is very much important to keep a strong linkage (formal relation) with other government departments, agencies, and Union Parishads.

Poor and women are involved in the committees but not in the desired number, moreover their active participation is absent. In all sites most of the members do not feel they belong to these organizations,

developing a sense of ownership is of great importance for organization effectiveness. Women members sometimes speak out at meetings, but they do not raise their specific demands or their demands are imitated intentionally by the other groups of people.



Currently the observed barrier to achieve sustainability is non-cooperation among different stakeholder groups. A few CMCs perceive themselves to be superior organizations over conventional organization (Forest Department, Union Parishad, etc). Those CMC executive members (office bearers) are criticizing Forest Department for its activities in public forums such as CMC meetings. This may hinder the sustainability of CMCs. To overcome the gaps all partners in the CMC need to debate their roles constructively, accept criticisms where well founded, and develop through this a common direction and complementary attitude, for this responsive and respectful attitudes are needed.

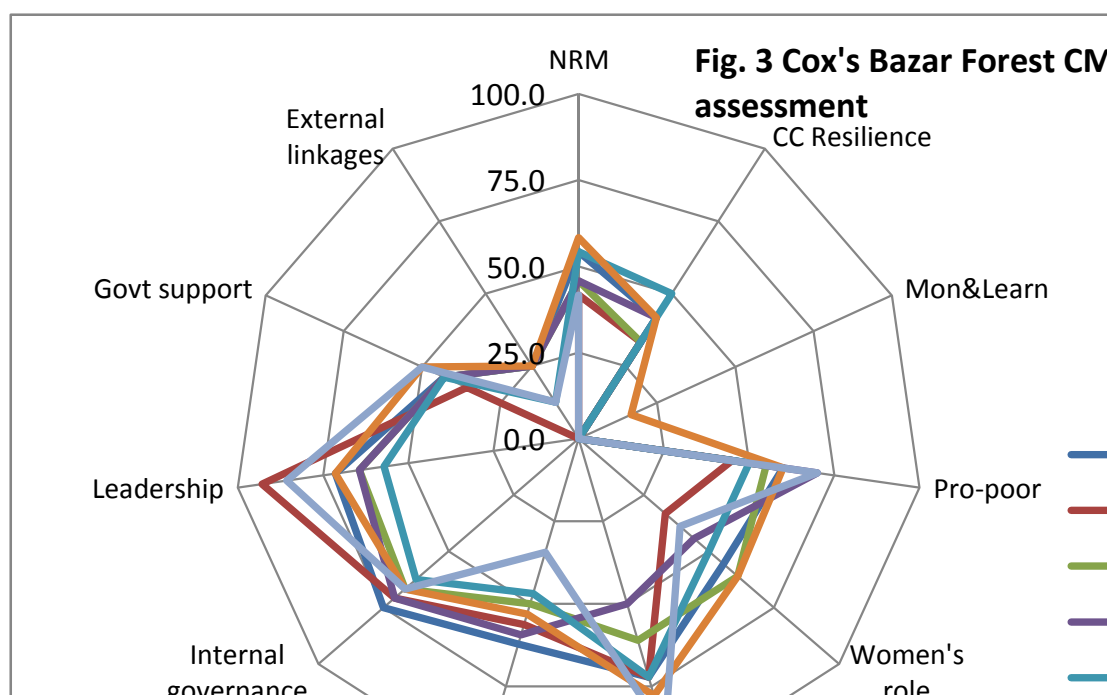
2.2.3 Cox's Bazar

The overall scores for individual CMCs are present in Table 6 and Fig. 3. The overall scores for individual CMCs are all modest and very similar in this region, they range from Shilkhali CMC 43.7% to Fasiakhali CMC 52.9%. However, there are substantial differences in performances in case of different indicator categories between CMCs.

Table 6 Summary of scores for each of the Cox's Bazar forest CMCs assessed in July-September 2013

Indicators	Teknaf WS			Himchari	Medha-kachapia	Fasiakhali	Inani	Average Score
	Teknaf	Shilkhali	Whykong					
NRM	54.2	41.7	45.8	45.8	54.2	58.3	41.7	48.8
CC Resilience	41.7	33.3	33.3	41.7	50.0	41.7	0.0	34.5
Monitoring & Learning	0.0	0.0	0.0	0.0	0.0	16.7	0.0	2.4
Pro-poor	60.0	45.0	55.0	70.0	50.0	60.0	70.0	58.6
Women's role	55.6	33.3	61.1	44.4	50.0	61.1	38.9	49.2
Org effectiveness	72.2	72.2	61.1	50.0	72.2	77.8	88.9	70.6
Financial mgt	62.2	56.3	50.0	59.4	46.9	53.1	34.4	51.8
Internal governance	75.0	70.8	66.7	70.8	62.5	66.7	66.7	68.5
Leadership	71.4	92.9	64.3	64.3	57.1	71.4	85.7	72.4
Govt support	42.9	35.7	42.9	42.9	42.9	50.0	50.0	43.9
External linkages	25.0	0.0	25.0	25.0	12.5	25.0	12.5	17.8

Score % Overall	50.9	43.7	47.1	46.8	45.3	52.9	44.4	47.2
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CMC members have different level of motivation and commitment towards their organizations. However, these CMCs have a limited capacity to develop proper management plans and to execute relevant actions for natural resource management. Unfortunately, most of members in CMOs lack adequate skills to undertake such type of initiatives, particularly participation of women and poor members is low in decision making. Evidence suggests that their decision making process is not fully participatory yet and decisions can be influenced by powerful stakeholders.

A few CMCs are registered with the Social Welfare Department, however with a different name. The other CMOs are not registered yet. Furthermore, CMCs do not have adequate knowledge and ability for fund seeking, project development and implementation. As a result, CMOs do not have plans for particular sources of funds to implement necessary site specific activities. These issues require attention to ensure sustainability of CMCs. Necessary actions should be planned to enhance functional and financial capacity of CMCs for their substance in future.

The following paragraphs briefly describe the common findings for the Cox's Bazar CMCs arranged by indicator categories. Specific or unique findings are described elsewhere in site specific results.

Natural Resource Management: The overall performance in this category was weak, percent scores for this indicator category ranged from 41.7% to 58.3%, with an average score of 48.8%. The CMC relationship with FD is complicated and coordination is poor. All the CMCs have Management Plans for 5 years for their respective PAs, which take into account climate change and NRM issues and also cover core, buffer zones and landscape areas. However, except one, none of the CMCs has an Annual Development Plan. None of the CMCs have revised their management plans. Virtually no CMC in the region keeps records of illegal activities. The CMCs are particularly weak in implementing actions as they find little scope to demonstrate their skills in undertaking actions in the FDs local working environment. In fact, there is little interaction between CMC civil society members and FD's CMC-member officials. There is a lack of coordinated actions, particularly with regard to conservation activities. During the last year some illegal activities reduced, but it is uncertain that CMC's actions have brought any improvement in local resources or biodiversity. A particular concern in this region is about NRM that FD local official do not consult the management plans in making their development plans, it is as if FD does not own the management plans. Encroachment of

forest land has continued in all PAs, but is less than the previous year. In fact, encroachment was done by forest villagers for establishing homesteads for their descendants. In general CMC members have different levels of commitment/motivation to get involved in NRM activities, all feel it is necessary, whereas knowledge varies among members.

Climate Change Resilience: Climate hazards, risks, etc. and future adaptations are adequately identified and included in the management plans of all CMCs, however, these were mainly prepared by IPAC Team. The CMCs did not themselves conduct any risk and hazard assessment. Understanding about climate change issues is inadequate and the CMCs lack capacity for risk assessment considering local climate induced changes. There is poor implementation of climate change adaption measures in the local areas. In most cases, CMCs did not inform the community about risk and hazards. CMCs in general did not implement any climate change related actions. CMCs also did not provide any emergency support to their community after disaster. The percent score ranged from 33.3% to 50.0% with an average score of 34.5%.

Monitoring and Learning: All CMCs performed very poorly in monitoring biodiversity and illegal activities in forest use. They do not have any monitoring system or record keeping system for rule breaking incidents and illegal activities. They also do not have any collaboration with external bodies for biodiversity monitoring. In this indicator category, the percent scores ranged from 0.0% to 16.7%. The reason for performing poor in this indicator category, as told by CMC office bearers, was due to lack of awareness about biodiversity monitoring and an expectation that such a system would be provided to them.

Inclusive: Pro-poor: The representation of poor among the non-GOB members in the CM councils and committees is around 50% or above and they play a moderate role in CMC decision making and have a fair say in most CMC meetings. But poor members are not strongly involved in decision making process and lack opportunities to present their needs or opinions. The percent score in this category ranged from 45% to 70%. In general, CMCs rarely consult poor non-members before decision making on key issues. Access to resources in the landscapes remains the same as earlier (access to most forest resources in PAs is restricted and poor access to forest resources remains the same as earlier). Access to forests has reduced, however most of the poor members still collect fuel wood as they did in the past.

Women's Role: In general, women representation in the CM Councils satisfies the required representation (1 and 2 women are less than required number in Council in Teknaf and Shilkhali CM Council, respectively). Similarly, on average women representation in CM Committees is 49% (range 33% to 61%). Except in Teknaf and Fasiakhali CMCs (where women play a good role), in general, women play a limited to moderate role in decision making and in speaking out in meetings. Poor women (non-members) are rarely consulted before decision taking on key issues. Women are not represented in any CMC's sub-committee, as there is no sub-committees in any CMC of Cox's Bazar. CMO management has not apparently impacted the livelihood of poor women. Overall women's opinions are not taken seriously by the male dominated CMCs.

Organizational Effectiveness: The organizational effectiveness of the CMC could be rated as good as reflected in their average percent scores of 70.6% (range 50% to 77.8%). All CMCs have offices, however, Shilkhali CMC office is occupied by FD. Number of CMC meetings in the last year varied from seven (Teknaf and Whykheong) to 12 (Fasiakhali). Attendance in CMC meetings last year ranged from 59% (Teknaf) to 86% (Himchari) with an average 70%. The CM Council meetings were regularly held, however in some cases, due to transition from IPAC to CREL in some CM Councils one less meeting was held. In general, although the CMCs manage the meetings, NGO staff in fact take the initiative for organizing the meetings. In all CMCs, meeting minutes are updated, but prepared by NGO staff or by Office Assistant. All CMCs have bank accounts, only three CMCs are registered with Social Welfare Departments. Overall the CMOs do not have adequate strength to run their activities and are dependent on project staff.

Financial Management: Overall, all CMCs appear average in financial management, but scores ranged from 34% to 62%. No CMC has sufficient funds to meet their expenditures and none of them has any annual financial plan or a plan for fund raising, they are not aware about fund seeking opportunities. However, all CMCs have a financial policy. Internal financial audits were carried out in all CMCs, and were satisfactory for all cases. However, external audit was carried out only in three CMCs which are registered. The general members of the CMC and non-members consider funds to be effectively used, particularly in case of past local development funds. In all cases, CMCs are not much aware about FD's fund utilized for PA development, however, local FD officials know about CMCs fund.

Internal governance: The level of encroachment varies between CMCs (PAs). Advisors are inactive and rarely attend meetings. There is no secret ballot system to choose office bearers and they were nominated by showing hands of all members. Sub-committees are formed depending upon necessity. CPG activities are jointly supervised by the CMCs and FD.

Leadership: The office bearers of these CMCs demonstrated some good leadership quality. The percent scores for leadership ranged from 57% to 93% (average 72.4%). Leaders listen to the opinions of members, but decisions are not taken in a democratic way all the time. Conflicts are resolved locally with the collaboration of CMC leaders who have influence on local communities as well. Leaders follow CMC's rules and regulations, but perform their duties partly. In all cases the same office bearers are serving for the 2nd term and likely to be changed in the next year.

Government Support for Co-management: The CMC's capacity to seek and utilize government support in favor of co-management is limited - average score of 44% (range 36% to 50%). In general, no Government officers of focal departments are pro-active to extend support to CMC. However, sometimes they provided support when requested. Three CMCs received in-kind support from different government agencies. But government officials have a tendency to dominate decision making process.

External Linkages: CMC performance in this was weak, they do not have any formal external linkages with any institutes or other entities (although some members are personally involved in other local organizations). In general, the CMCs did not undertake any activity to publicize biodiversity conservation (only Fasiakhali CMC organized folk drama). No CMC made any formal request to government bodies in support of conservation of biodiversity and adaptation to climate change. CMCs did not think of this, and nobody advised them on its. CMO assessment revealed that, there is lack of adequate linkage among the CMOs and government stakeholders. Thus, further actions should be undertaken to reduce such kind of gaps in future.

2.2.4 Southwest

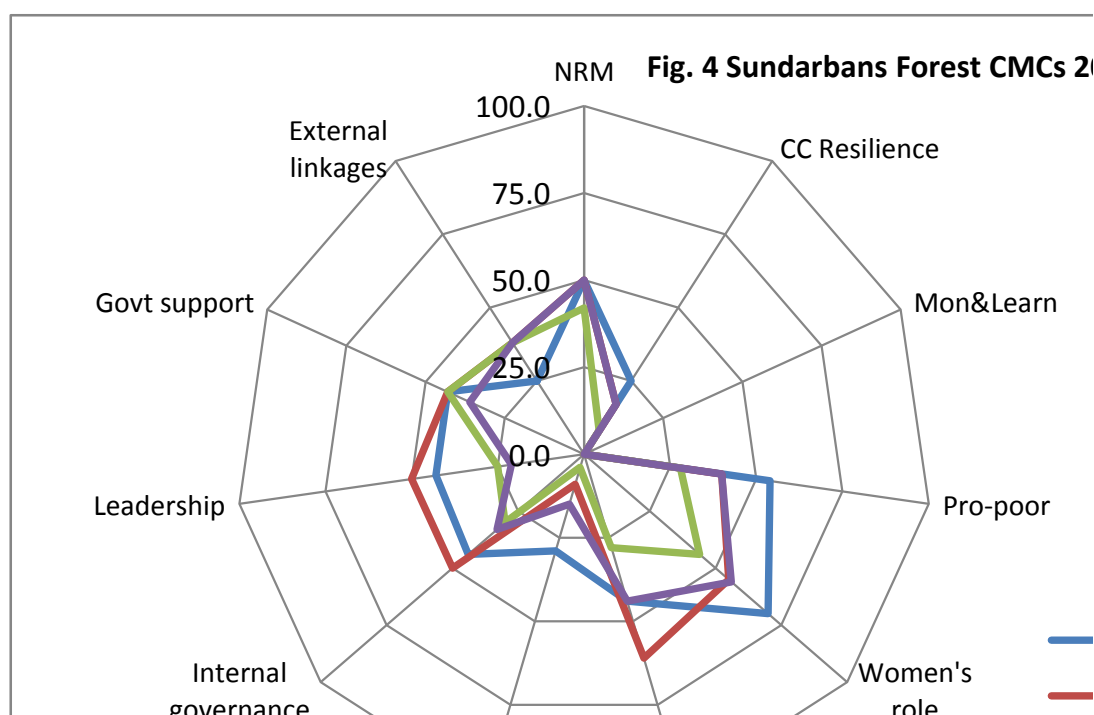
The overall issues and condition of CMCs in this region is similar to that in Cox's Bazar region, however the performance of these four CMCs is weaker. The CMCs received an average score of 34%, with little variation – Sharankhola is the weakest. Table 7 and Fig. 4 summarize their assessments.

Natural Resource Management: The overall performance in this category was modest (scores from 42% to 50%, with an average of 48%). All the CMCs follow the 10 year Sundarbans Integrated Resources Management Plan (IRMP), and have no individual management plan for their respective parts of the Sundarbans, moreover none of the CMCs have Annual Development Plans. No CMC in the region keeps records of illegal activities. The CMCs are particularly weak in implementing actions as they find little scope to demonstrate their skills in undertaking actions in the FD's local working environment. In fact, there is little interaction between CMC and FD local officials and a lack of coordinated actions, particularly with regard to undertaking conservation activities. During the last year some illegal activities reduced, but it is uncertain that CMC's actions have brought any

improvement in local resources or biodiversity. A particular concern in this region is about NRM that FD local official do not consult the IRMP in their development plans, as they also do not own it. Encroachment of forest land continued in two sides, but less than the previous year.

Table 7 Summary of forest PA CMC assessments in south-west in 2013

Indicators	Chandpai	Munshigonj	Sharankhola	Dacope-Koyra	Average Score
NRM	50.0	50.0	42.0	50.0	48.0
CC Resilience	25.0	17.0	8.0	17.0	16.7
Monitoring & Learnin	0.0	0.0	0.0	0.0	0.0
Pro-poor	54.0	40.0	28.0	40.0	40.5
Women's role	70.0	55.0	44.0	56.0	56.2
Org effectiveness	44.0	61.0	28.0	44.0	45.2
Financial mgt	29.0	9.0	4.0	15.0	14.2
Internal governance	44.0	50.0	30.0	33.0	39.2
Leadership	43.0	50.0	25.0	21.0	34.7
Govt support	43.0	43.0	43.0	36.0	41.2
External linkages	25.0	38.0	38.0	38.0	34.7
Score % Overall	38.8	37.5	26.4	31.8	33.7



Climate Change Resilience: Climate change risks and hazards were identified for adaptation during IPAC project through PRAs but not initiated and led by the CMCs for necessary inclusion. The CMCs did not themselves conduct any risk and hazard assessment. In most cases, CMCs did not inform their community about risk and hazards. CMCs in general did not implement any climate change related actions. CMCs also did not provide any emergency support to community after disaster. The percent scores for this indicator category vary from 8% to 25%.

Monitoring and Learning: No CMCs undertook any monitoring of biodiversity or illegal activities in forest use, and they do not have any monitoring system or record keeping system for rules breaking. They also do not have any collaboration with external bodies for biodiversity monitoring. In this indicator category, all CMCs scored 0%. The CMCs showed no initiative, but also have no responsibilities within the reserve forest, they said they were not aware about biodiversity monitoring and were not provided with any biodiversity monitoring system.

Pro-poor: The representation of poor among the non-GOB members in the CM councils and committees is around 54%, and they play a moderate role in CMC decision making and have a fair say in most CMC meetings. The percent score in this category ranged from 28% to 54%. In general, CMCs rarely consult poor non-members before decisions on key issues. Access to resources in the landscapes remains the same as earlier, and access to most forest resources is restricted and the access of the poor to non-timber forest products remains the same as earlier.

Women's Role: In general, women representation in the CM Councils satisfies the required representation. Similarly, in average, the women representation in CM Committees is 56% (range 44% to 70%). In general, women play a moderate role in decision making and speak out in meetings. Poor women (non-members) are rarely consulted before decision taking on key issues. Women are not represented in CMC sub-committees, as there are no sub-committees. CMO actions have not apparently impacted the livelihood of poor women.

Organizational Effectiveness: The organizational effectiveness of the CMC scored between 28% and 61%. All CMCs have offices. The CM Council meetings were not regularly held, however, during transition from IPAC to CREL indicating dependence on external facilitation and limited FD support. In general, although the CMCs manage meetings, NGO staff, in fact, take the initiative for organizing the meetings. In all CMCs, meeting minutes are updated, but prepared by NGO staff. Most of CMCs have bank accounts.

Financial Management: Overall, all CMCs performed very poorly, scores ranged from 4% to 29%. No CMC has sufficient fund to meet planned expenditures and none of them has any annual financial plan or a plan for fund raising. The general members of the CMC and non-members thought use of what funds were available was effective in Chandpai. In all cases, CMCs are not much aware about FD's fund utilized for PA development.

Internal Governance: In general, a majority of the CMC members are non-government people (average 39%, range: 30% to 50%). In all CMCs, the office bearers were decided last time by raising hands, but not by ballots. The advisers to the CMCs rarely attend meetings, but do not unduly influence the decisions (nor have much to contribute). No CMC has sub-committees.

Leadership: The office bearers demonstrated moderate leadership quality, scoring from 21 % to 50%. Leaders were said to be good listener and have good skills in resolving conflicts among CMC members and stakeholders. Leaders follow CMC's rules and regulations, but perform their duties partly.

Government Support for Co-management: The CMC's capacity to seek and utilize government support in favor of co-management is partial (average percent score of 41%). In general, no government officers of focal departments are usually pro-active to extend support to CMCs. However, sometimes they provided support when requested. Three CMC received in-kind support from different government agencies.

External Linkages: These CMCs performed poorly in this area, they do not have any formal external linkages with any institutes or other entities. In general, they had no activity to publicize biodiversity conservation. No CMC made any formal request to government bodies in support of conservation of biodiversity and adaptation to climate change.

2.2 People's Forum

Under their design and activities to date none of the People's Forums (PFs) have had natural resource management activities, although this is expected to change under CREL where they take up initiatives

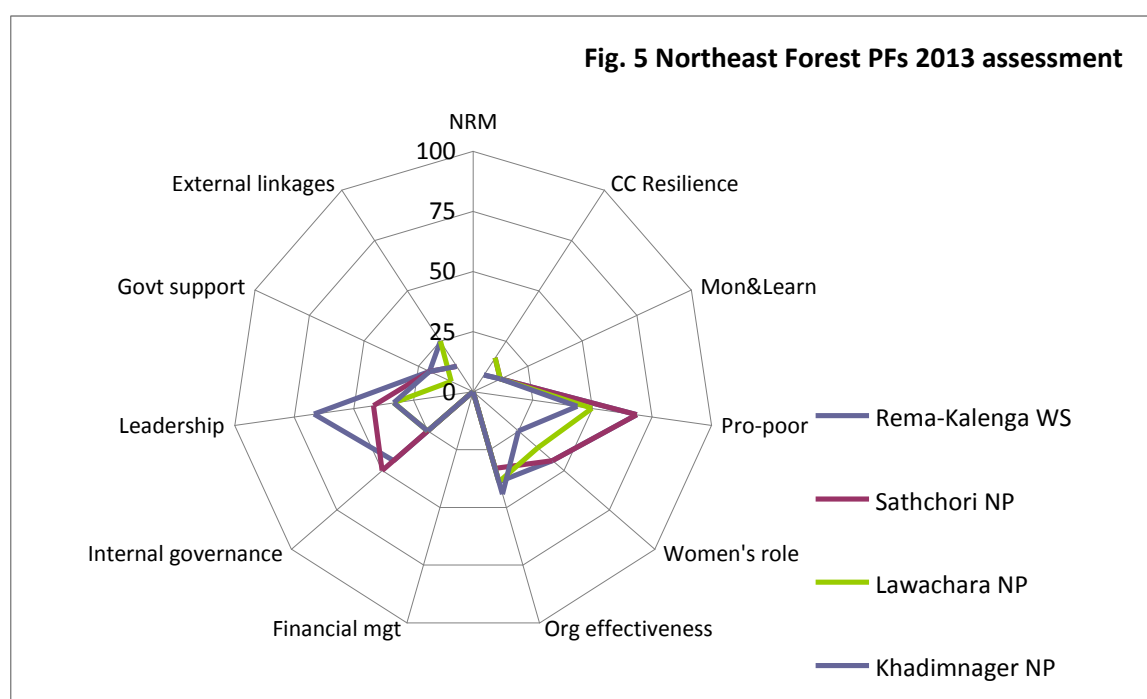
for coordinating climate resilient land and water use practices in the landscape and village areas around forest PAs.

2.2.1 Northeast

From the organizational point of view, the four PFs are not functional. Meetings of PFs are not held regularly and members are not conscious about their responsibilities. The overall score for individual PFs ranges from 20% (Khadimnagar) to 308% (Rema-Kalenga) with an average of only 25% (Table 8 and Fig. 5). They are strongest in the role of the poor, but still scored a modest 58% for this. At present none of these PFs can be considered close to being sustainable.

Table 8: Summary of scores (as a % out of the maximum possible score) for north-east PFs in 2013

Indicators	Rema-Kalenga WS	Sathchori NP	Lawachara NP	Khadimnager NP	Average Score
NRM					
CC Resilience	8.3	16.7	16.7	8.3	12.5
Monitoring & Learning	12.5	12.5	12.5	12.5	21.9
Pro-poor	68.8	68.8	50.0	43.8	57.9
Women's role	43.8	43.8	35.7	25.0	37.1
Org effectiveness	38.9	33.3	38.9	44.4	38.9
Financial mgt	0.0	0.0	0.0	0.0	0.0
Internal governance	43.8	50.0	25.0	25.0	36.0
Leadership	66.7	41.7	33.3	33.3	43.8
Govt support	20.0	20.0	10.0	20.0	17.5
External linkages	25.0	12.5	25.0	12.5	18.8
Score % Overall	29.8	27.2	22.5	20.4	25.0



The common findings in different categories of PFs which are observed during PF assessments are given here.

Climate Change Resilience: The PF members did not conduct any assessment regarding climate hazards, risk and vulnerability. In a few cases they participated in the discussion meeting regarding

the issues. Though the PF has no annual plan but they often discuss about the risks and hazards in VCF meetings which is conducted by NS.

Monitoring and Learning: PF does not keep any records of any type, including on illegal logging, poaching or other rule breaking incidents but shares some information with CMC or VCF informally. As per participant's opinions wildlife and flora increased tremendously but they did not have any information or written records.

Pro-poor: It is believed that all of PF members are poor, but there has been no proper assessment using any criteria (and the assessment team observed that some better off households are involved). Census data during IPAC period has not been shared with the field team, so villagers selections of participants were not cross checked as to whether they are poor. Consultation with poor non-members are not made prior to taking decisions. Poor NTFP and fuelwood collectors are partly satisfied at least those who got ownership of social forestry plantations earlier. Now the interference of local elites is reducing.

Women's role: Some women members are outspoken and leaders provide them with opportunities, but there are no separate meetings or consultations with women, and no sub-committee or PIC where they could take a lead.

Organization effectiveness: No PF has its own office, they use Forest Department premises or the Co-Management Committee office for their meetings and other purposes. They do not have any bank account. No executive committee (EC) meetings have taken place, only general body meetings were held on a quarterly basis. PF meetings depend on substantial support from project staff, and meeting minutes are written by project staff.

Financial Management: PFs currently have no provision for financial management, and so they have no financial policy or fund raising plans and make no grant proposals or funding requests.

Internal governance: PFs have no advisors, no sub-committees or PIC, and selected their (non-functional) executive committees by show of hands.

Leadership: The PFs took some decisions, but no major decisions on NRM. In none of the PFs have office bearers ever sat for a meeting and most of them do not know their role as office bearers or the rules and procedures of EC. They have no system to evaluate the office bearers' performance, and elections to the ECs are overdue (two year term)

Government support for co-management: PFs have never sought any support from UP, Upazila or other GoB officials, because functionally they are almost inactive. They have not invited FD officials to attend meetings, and currently lack any capacity to take or receive funds and have not sought support in kind.

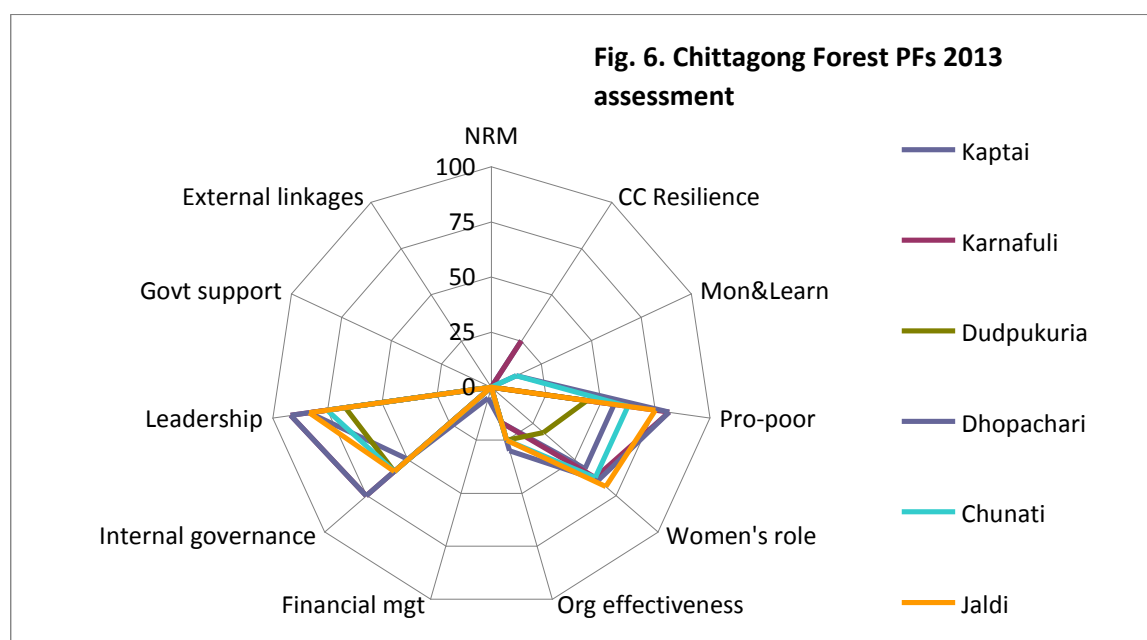
External linkages: no PF has linkages with any other organization (NGOs, private sector, etc.). Members of PFs participated in events organized by others, but have no links with other PFs, and have not made any requests to any government bodies for support such as in natural resource management.

2.2.2 Chittagong

Peoples' Forum scores indicated organization ignorance - these organizations got low scores because they are not independently functioning (comparable targets were applied as for functioning organizations), so scores are very low (ranging from 32% for Dhopachari to 20% for Dudpukuria PF (Table 9, Fig. 6). During IPAC, PFs were formed by directive rather than grassroots demand, and in reality they were nonfunctional and had little influence on CMCs.

Table 9: Summary of overall scores (% of the maximum possible score) for each of the Chittagong PFs assessed in July-August 2013

Indicators	Kaptai	Karnafuli	Dudpukuria	Dhopachari	Chunati	Jaldi	Average
NRM							
CC Resilience	25.0	25.0	0.0	0.0	0.0	0.0	8.3
Mon&Learn	0.0	0.0	0.0	12.5	12.5	0.0	4.2
Pro-poor	56.3	81.3	43.8	81.3	62.5	75.0	66.7
Women's role	56.3	62.5	31.3	64.3	62.5	68.8	57.6
Org effectiveness	16.7	16.7	25.0	30.0	25.0	25.0	23.1
Financial mgt	5.0	0.0	0.0	0.0	0.0	0.0	0.8
Internal governance	50.0	75.0	58.3	75.0	58.3	58.3	62.5
Leadership	75.0	87.5	60.0	90.0	70.0	80.0	75.0
Govt support	0.0	0.0	0.0	0.0	0.0	0.0	0.0
External linkages	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Score % Overall	26.6	32.0	20.5	32.3	26.9	28.2	27.7



Climate Change Resilience: the PFs scored very low, they do not have separate Climate Change Adaptation plans. Their understanding on future climate projection, climate vulnerability, hazards, etc. are unclear and insufficient to develop action plans. They have no financial capacity to conduct activities in response to emergencies.

Monitoring and Learning: capacity is very limited as the PFs so far had very few options for learning or sharing independently. PF meetings are facilitated by NGO staff and so the members are unaware about reporting systems. Meeting resolution are written by the supporting NGO.

Pro-poor: the average PF score is 66.7% (range 81% to 44%). Most general members of PFs are poor. Decision circulation of PF is not defined by any plan. Access to resources for poor members is limited. Very few traditional users or ethnic users are excluded from the resources of protected areas or forest.

Women's role: Women are members according to the written documents but in real terms their active participation is absent. Women members speak sometimes in meetings. Decisions are influenced rarely by women members. Before taking crucial decisions only a very few times were women members consulted and their concerns addressed, even though the general members of PFs include poor women from VCFs, so the average score of 57% may overstate their actual role.

Organization effectiveness: PFs have no agreed structure or formal recognition. Like the CMCs here, PFs have no office for regular activity, and their meetings take place on an infrequent (quarterly) basis. PFs have no bank account, and none of their members keep records.

Financial Management: The only PF with a minimal capacity (5% score) was Kaptai PF. The absence of financial management policies and annual plans illustrates their dormant financial capacity. So far, PFs did not implement any activities nor did they not get any financial support. The general members and even some executive members do not have an idea about their roles and responsibilities.

Internal governance: PFs were expected to play a crucial role to raise the voice of Village Conservation Forums (VCF). However, the PFs do not have any visible activities in the protected areas or in the landscape, and therefore understanding within civil society about PF is absent. The average score for internal governance of 62% over-represented their capacity.

Leadership: the average score was 82%, this high score seems to indicate effective leadership, but reality was less than this as only a few of the indicators were relevant. The PF executive committees have very little idea on co-management or climate resilience.

Government support: The PFs did not get any support from government nor from Union Parishads and conversely the UPs are not aware about the existence of PF.

External linkages: PFs have not made links with any other body or agency and do not perceive any opportunities. Lack of funds means they have not conducted public mobilization.

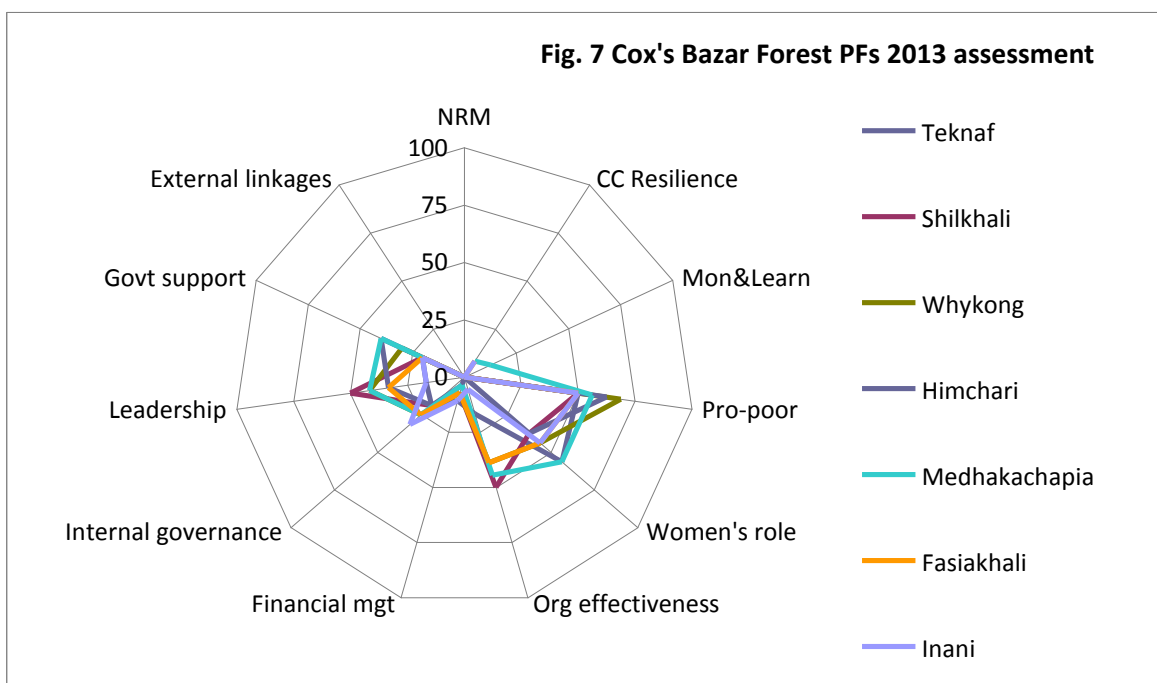
2.2.3 Cox's Bazar

The PFs are not very active and functional. PF members are not well aware about the role of PF as an organization and their responsibilities. PFs scored an average of 20.4%, Table 10 and Fig 7 summarize the assessment.

Climate Change Resilience: PF did not carry any separate assessment focusing on climate hazards, risks, and future uncertainties. They are aware of the CMC's management plan where climate change related information is included. Then they also do not have provision to provide any emergency welfare support to the other poor members during disasters.

Table 10 Summary of scores for Cox's Bazar region PFs assessed in July-September 2013

Indicators	Teknaf WS			Himchari	Medha-kachapia	Fasiakhali	Inani	Average Score
	Teknaf	Shilkhali	Whykong					
NRM								
CC Resilience	0.0	0.0	0.0	0.0	8.3	8.3	8.3	3.6
Monitoring & Learning	0.0	0.0	0.0	0.0	12.5	0.0	0.0	1.8
Pro-poor	50.0	50.0	68.8	62.5	56.3	50.0	50.0	55.4
Women's role	56.3	37.5	43.8	37.5	56.3	43.8	43.8	45.6
Org effectiveness	16.7	50.0	38.9	0.0	44.4	38.9	5.6	27.8
Financial mgt	10.7	7.1	7.1	3.6	3.6	7.1	10.7	7.1
Internal governance	18.8	18.8	25.0	18.8	25.0	25.0	31.3	23.2
Leadership	16.7	50.0	41.7	33.3	41.7	33.3	16.7	33.3
Govt support	20.0	20.0	30.0	40.0	40.0	20.0	20.0	27.1
External linkages	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Score % Overall	17.2	21.2	23.2	17.8	26.2	20.6	16.9	20.4



Monitoring and Learning: PF does not have a reporting system or record keeping system to record incidence of illegal logging, poaching or other rule breaking incidents. However they receive information about these rule breaking incidents. They also do not monitor indicators of biodiversity. Some PF members have good knowledge on local biodiversity and they individually, not as a PF member, collaborate with other organization/ researcher to collect data.

Pro-poor: PFs scored from 50% to 68.8%. Majority of the PF general body members are poor. PF committee members do not consult with the poor member before taking any decision and they do not have an active role in decision making as well. Access of poor to forest is limited. Very few traditional users of the management area are excluded from using buffer/landscape zone and some of the poor members still collect fuel wood from the forest. Poor NR users in villages covered by CMC are not fully satisfied due to limited access opportunities to forest resources.

Women's role: PF does not have any management plan where women can include their ideas. Women members reported that women participate in the decision making process sometimes. Most of the time women members were not consulted formally before taking decisions; however they were consulted informally sometimes. The women are partially satisfied their views reach to CMC. However, impacts of CMO management actions on livelihoods of poor women remain the same.

Organization effectiveness: PFs have no office space and are not recognized by the Government and do not have a bank account. Some PFs had meeting with the support of NGO officers. They do not have a record keeping system.

Financial Management: PF neither has an annual plan nor any fund to implement activities. They also do not have a financial policy or plan. Surprisingly, PF general members are not aware of options of fund raising and process of accessing fund. Few PFs received LDF from IPAC for AIG activities in past and used it properly. But they did not prepare and submit any project proposal to receive fund for implementing activities. The average score for this category is 7.1% only.

Internal governance: PF committee members were selected by showing hands during meeting. Advisors for PF do not attend meeting when organized. They do not have any subcommittee as well. Civil society members are not well aware regarding PF functions and its linkage to co-management.

Leadership: PF average score was 33.3%. Leaders listen to some people during decision making among PF members, but few members actively participate in decision making. PF members do not have clear idea about their roles and rules. Committee did not change and date of committee reformation has expired already for most of the PFs.

Government support: Most PFs did not receive any support from the UP to resolve conflict because such situation did not arise. PF also did not receive any government support such as fund or in kind or credit. There is little difference in score for this indicator and the average is 27.1%.

External linkages: PF did not attend any networking meeting and they do not have any linkage with other organization. They also did not take initiative to publicize biodiversity conservation and/or climate resilience.

Other findings - the PFs are not registered, and most of their members are under 35 years of age.

2.2.4 Southwest

The PFs are not very active and none are functional. PF members are not well aware about the role of PF as an organization and their responsibilities. PFs scored an average of 17.7% (Table 11, Fig. 8). This section briefly describes the common findings for the Sundarbans PFs.

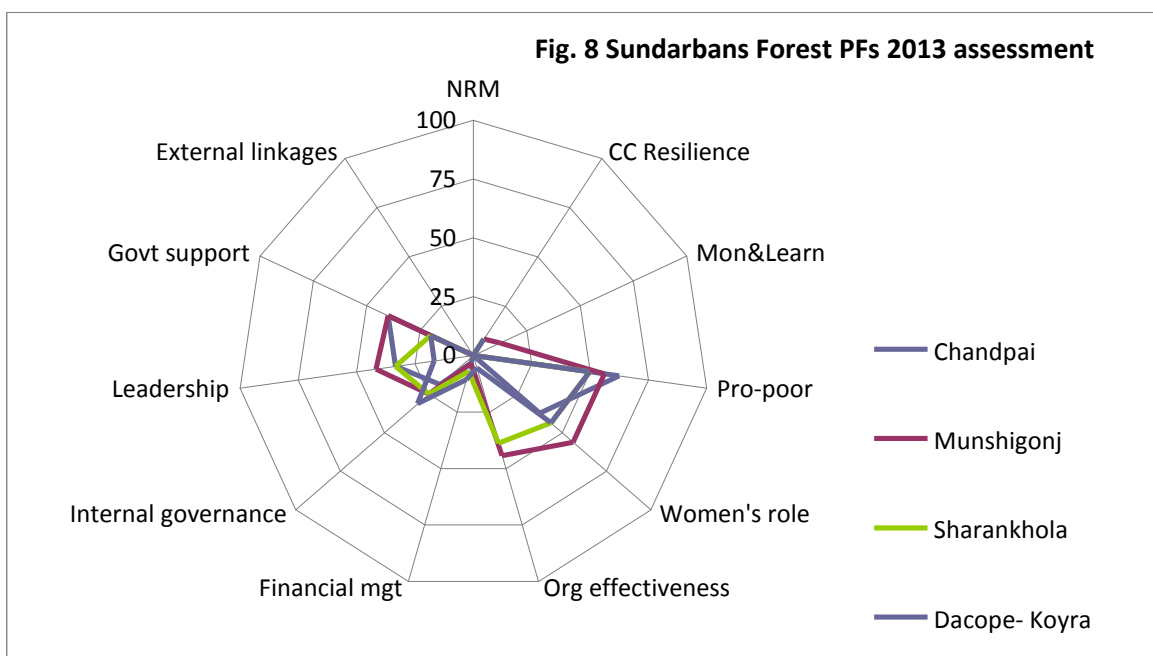
Climate Change Resilience: PF did not make any separate assessment focusing on climate hazards, risks, and future uncertainties. They are aware of the CMC's management plan where climate change related information is included. Then they also do not have provision for emergency welfare support to poor members during disasters.

Monitoring and Learning: PF does not have a reporting system or record keeping system for incidence of illegal logging, poaching or other rule breaking incidents. However they receive information about these rule breaking incidents. They also do not monitor indicators of biodiversity.

Pro-poor: Majority of the PF general body members are poor. PF committee members do not consult with the poor members before taking any decision and they do not have an active role in decision making. Very few traditional users of the management area are excluded from using buffer/landscape zone and some poor members still collect fuel wood from the forest. Poor NR users in villages covered by CMC are not fully satisfied due to limited access opportunities to forest resources.

Table 11 Summary of scores (as a % out of the maximum possible score) for PFs in Sundarbans in September 2013

Indicators	Chandpai	Munshigonj	Sharankhola	Dacope- Koyra	Average Score
NRM					
CC Resilience	0.0	8.3	8.3	8.3	3.6
Mon&Learn	0.0	12.5	0.0	0.0	1.8
Pro-poor	62.5	56.3	50.0	50.0	55.4
Women's role	37.5	56.3	43.8	43.8	45.6
Org effectiveness	0.0	44.4	38.9	5.6	27.8
Financial mgt	3.6	3.6	7.1	10.7	7.1
Internal governance	18.8	25.0	25.0	31.3	23.2
Leadership	33.3	41.7	33.3	16.7	33.3
Govt support	40.0	40.0	20.0	20.0	27.1
External linkages	0.0	0.0	0.0	0.0	0.0
Score % Overall	17.8	26.2	20.6	16.9	20.4



Women's role: PF does not have any management plan where women can include their ideas. Women members reported that women participate in the decision making process sometimes. Most of the time women members were not consulted formally before taking decisions; however they were consulted informally sometimes. The women are partially satisfied their views reach to CMC. However, impacts of CMO management actions on livelihoods of poor women remain the same.

Organization effectiveness: PFs do not have an office, are not recognized by the Government and do not have bank accounts. Some of PFs had meeting with the support of NGO officers. They do not have a record keeping system.

Financial Management: PF neither has an annual plan nor any fund to implement activities. They also do not have a financial policy or plan or as well. Surprisingly, PF general members are not aware of options of fund raising plans and process of accessing fund.

Internal governance: PF committee members were selected by showing hands during meeting. Advisors for PF do not attend meeting when organized. They do not have any subcommittee. Civil society members are not well aware regarding PF functions and its linkage to co-management.

Leadership: PF received an average score of 8.3%.for this category. Leaders listen to some people during decision making among PF members. Few members actively participate in decision making. PF members do not have clear idea about their roles and rules. Committee did not change and date of committee reformation has expired already for most of the PFs.

Government support for co-management: Most of the PFs did not receive any support from the UP. PF also did not receive any government support such as fund or in kind or credit.

External linkages: PFs did not attend any networking meeting and they do not have any linkage with other organization. They also did not take initiative to publicize biodiversity conservation and/or climate resilience.

3 Wetlands

3.1 Northeast

3.1.1 Hail Haor

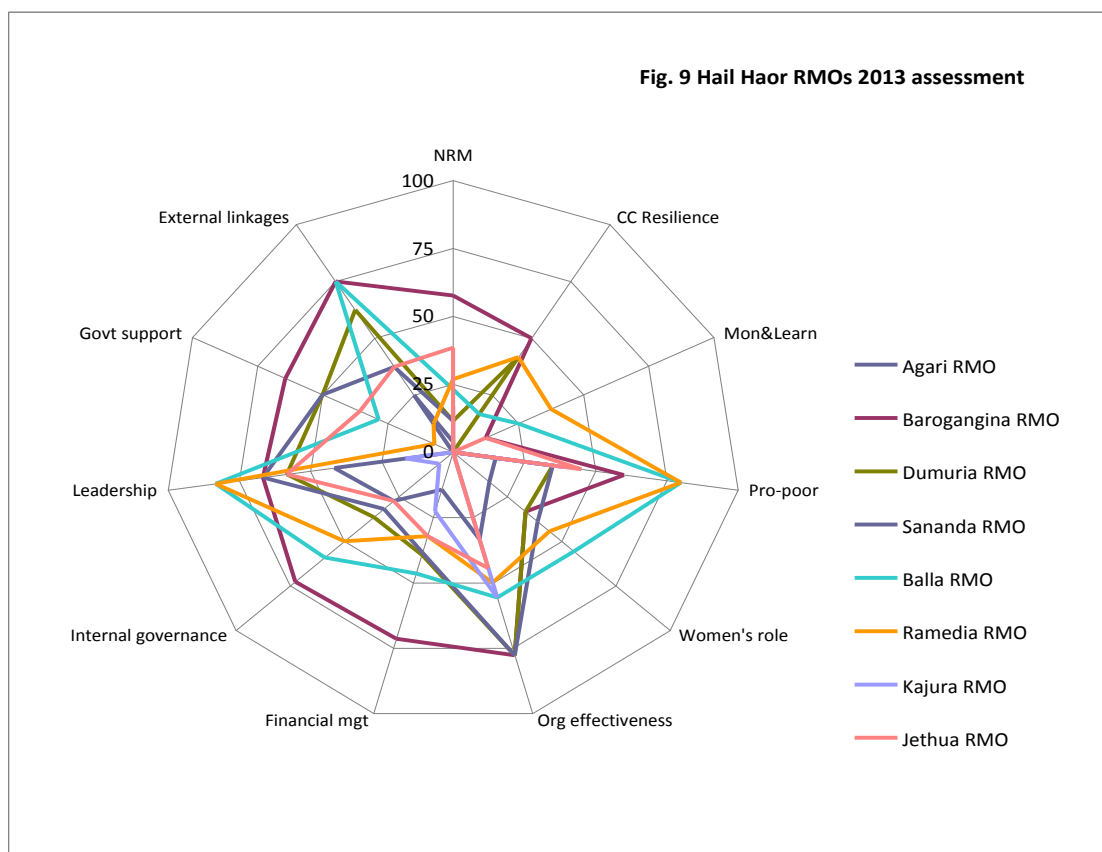
The overall scores for individual RMOs range from very low – about 15% for Kajura and Agari to 58% for Barogangina RMO. The common area of weakness is in Monitoring and Learning, while all but one RMO has effective and responsive leadership (Table 12, Fig. 9).

These assessments reflect the situation where seven out of eight RMOs have since early 2012 effectively lost their rights to manage jalmohals that were reserved for them, with the exception of Barogangina RMO which manages a large permanent sanctuary. As a result most of the activities of seven RMOs have ground to a halt since they had focused on jalmohal management, it will be difficult for these RMOs to sustain if they do not get again reserved leases to the respective beels, since their authority for setting sustainable rules for fishing and other practices came from holding jalmohal rights. Even Barogangina RMO has faced a mix of social, internal and political pressures, as well as land use changes all around its sanctuary, that have reduced its effectiveness.

Srimangal UFR CDC is a quite different body, in principle it could be a co-management committee, but is heavily dominated by government officials. As a body it is functioning, but has at present a very weak role in NRM planning, addressing climate change issues and conflict resolution, with no monitoring mechanisms for the RMOs or the condition of wetland condition and fisheries, it also fails to be inclusive of the interests of the poor and of women.

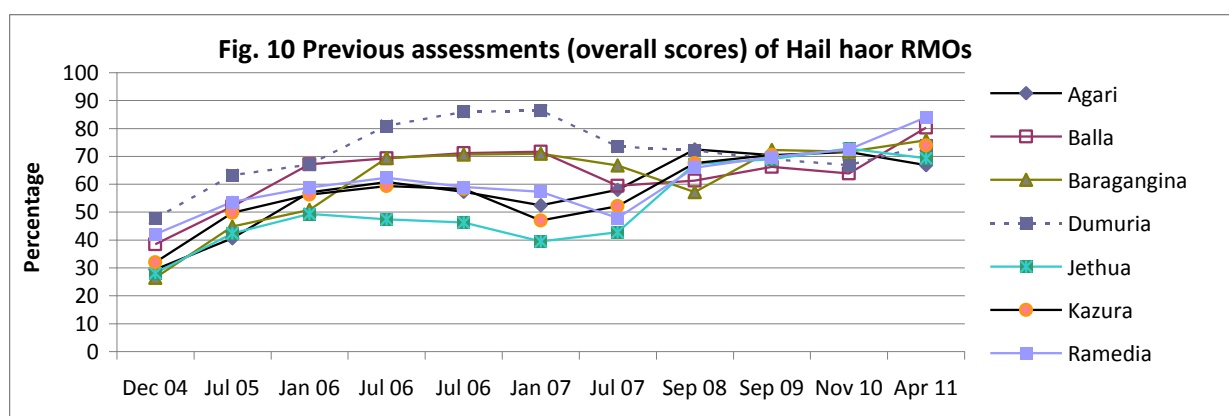
Table 12 Assessment of RMOs and Upazila committee in Hail Haor in 2013

Indicators	Agari RMO	Barogangina RMO	Dumurua RMO	Sananda RMO	Balla RMO	Ramedia RMO	Kajura RMO	Jethua RMO	Average Score	Srimangal UFR CDC
NRM	3.8	57.7	11.5	11.5	23.1	26.9	16.7	38.5	23.7	18.8
CC Resilience	0.0	50.0	41.7	0.0	16.7	41.7	0.0	0.0	18.8	8.3
Mon&Learn	0.0	12.5	0.0	0.0	25.0	37.5	0.0	12.5	10.9	0.0
Pro-poor	15.0	60.0	35.0	35.0	80.0	80.0	38.9	45.0	48.6	5.6
Women's role	16.7	33.3	33.3	38.9	55.6	44.4	0.0	0.0	27.8	0.0
Org effectiveness	33.3	77.8	77.8	77.8	55.6	50.0	55.6	44.4	59.0	38.9
Financial mgt	14.3	71.4	39.3	38.5	46.4	32.1	22.7	32.1	37.1	50.0
Internal governance	27.3	72.7	36.4	31.8	59.1	50.0	6.3	27.3	38.9	41.7
Leadership	41.7	66.7	58.3	66.7	83.3	83.3	16.7	58.3	59.4	58.3
Govt support	0.0	64.3	50.0	50.0	28.6	7.1	0.0	35.7	29.5	66.7
External linkages	25.0	75.0	62.5	37.5	75.0	12.5	0.0	37.5	40.6	12.5
Score % Overall	16.1	58.3	40.5	35.2	49.8	42.3	14.3	30.1	35.8	27.3



Resource Management Organizations (RMOs)

Although not directly comparable, evidence from a long series of assessments using similar indicators grouped in eight headings of the eight Hail Haor RMOs prior to their loss or waterbody rights indicates that they had generally strengthened their performance during MACH (to mid 2007), and even continued to develop their capacity after then (Fig. 10). Average scores are now in most cases less than half of previous times mainly due to loss of the incentive and main purpose of jalmohal management, and because climate change resilience and monitoring and learning were not considered earlier.



Sources: assessments by MACH and Flood Hazard Research Centre, note there were changes in some of the particular indicators used, and a simplification in 2007, but the same themes and approach were followed.

Natural Resource Management: Last year, maximum activities of RMOs on natural resource management were stopped, because presently they don't have any water bodies under their management and all the sanctuaries except Baikka Beel were destroyed in the name of government khas collection at the end of ten years, although there was scope for extension of the period of

reserved access had government wanted to do this. Most RMOs have no long term vision or management plan. Baragangina has a long term plan for Baikka Beel prepared through consultations with project staff and officials during MACH. But the other RMOs operated through annual plans, and after losing rights over waterbodies lost interest in planning. A few RMOs have Annual Development Plan. Generally key persons of the RMOs prepared ADP with help of project staff and then the plan was approved by general members. In RMO offices old resource maps are displayed, but not Annual Development Plan. RMOs do act against rules breakers within the RMOs and respective villages such as those involving in illegal fishing, but not sufficiently. In some cases, either RMOs are not capable to take action or they cannot raise their voice against the local influentials or those backed by them.

Climate Change Resilience: Maximum RMOs did not conduct any assessment. Most RMO members did not know about any past external assessments and did not consider it in their decision making or in any planning. Annual Development Plan of two RMOs (Baragangina RMO, Dumoriya RMO) have some activities to address climate hazards and risk for wetland. Some RMOs provided clothing as emergency welfare support to poor people during heavy cold wave.

Monitoring and Learning: Most of the RMOs did not keep records on illegal activities in details. In a few cases, some discussions on illegal activities were found in their regular meeting minutes. RMOs have no monitoring systems on biodiversity. Even they have no data or information of any research work which is done by other external body.

Pro-poor: Local resource users of the respective villages are alienated from some of the RMOs as the RMOs often show they are the sole authority for natural resource management. No discussion or consultation with poor non-members before taking any major decisions. Poor members of RMOs can raise their voice, but participation in decision making is very low. Day by day, the traditional fishers and farmers are being excluded from collecting common natural resources or use of the land.

Women's Role: Most RMOs never discussed with women members separately/outside regular meeting or in any special meeting before taking any decision. In most RMOs women members can raise their voice if they want and they have active participation in the meeting. But participation of women is very low in any plan preparation. All RMOs have sub-committee and at least one woman is a member of each such committee. But in most cases they are not active in these committee activities. Women are not the resource extractors in the haor.

Organization Effectiveness: All RMOs have own office and maintain properly (except Agari RMO). Meetings are managed by RMO, but in case of other functions need support from project staffs. All RMOs are registered with Social Services Department and have bank account.

Financial Management: Maximum RMOs had no fund for regular activities last year due to the loss of rights over fishing and the upazila committee not allowing them to apply for endowment grants, only Barogangina RMO received grants from the endowment. RMOs do not have any financial policy. Executive Committee gets pre- and post approval against any expenditure from General Body meeting. In some RMOs, maintaining of accounts books was satisfactory, but not for all. Most of the RMOs have no fund raising plan. Project helps them to seek fund and make proposals. Audit of RMOs were conducted by Social Services Dept. In few RMOs, no audit is found from last three years.

Internal Governance: Outside influentials with political connections have captured most water bodies. Local influential persons are taking lease from GoB by the name of poor fisher societies. Duration of EC of most RMOs is over. In the last changes all RMO office bearers (except Kajura RMO) were decided by secret ballot. In last six months, most RMOs did not conduct any meetings on NRM issues. In Baikka Beel the RMO supervises guarding. The role of advisers is very little. Even some RMOs can't recall the name of advisors. RMO members are losing their interest to conserve wetlands day by day as presently seven RMOs do not have any water bodies under their management.

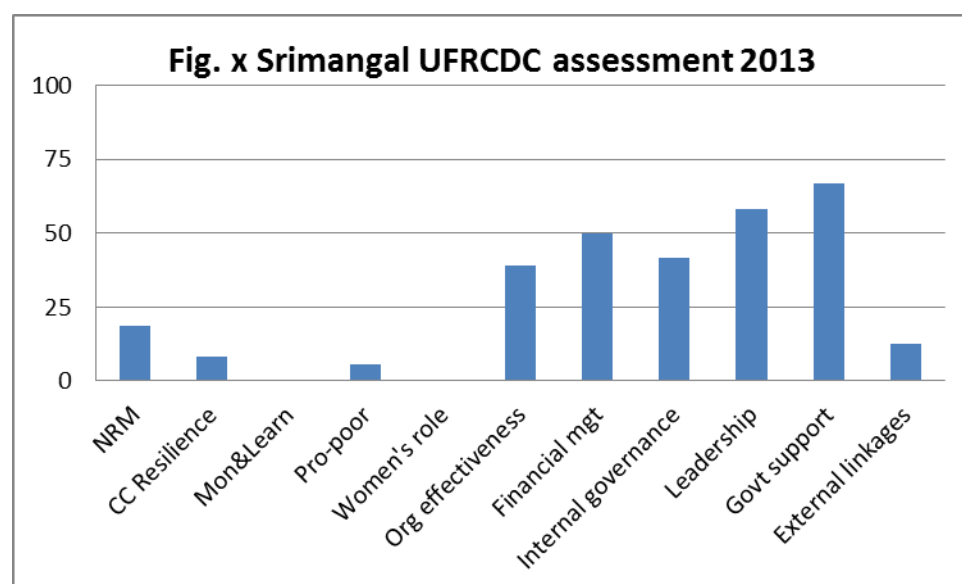
Leadership: In some RMOs, key persons or office bearers take the major decision. Some lapses in duties of all office bearers of all RMOs. General members can raise their voice in meetings against ill performance of any office bearer but not documented. Leaders of RMOs are skilled enough to resolve conflict fairly among the members. They tried to resolve conflict with outsiders if have any.

Government support for Co-management: Since 2011, RMOs (except Baragangina) are not getting any financial support from Endowment Fund. Only two or three RMOs got support from GoB when they requested, but not promptly. In maximum RMOs, whenever they request, UP chairman tried to help or support them.

External Linkage: No external linkage with other organization like NGOs, private sector etc. Two types of network, one is formed with only RMOs members named “RMO network” and another is formed with both Forest and Wetland CMOs/CBOs members named “Nishorgo Network” both for Regional and National level during IPAC project. Members of the RMOs are regularly participate in both Network meeting. But have no remarkable activities of these Network and to organize meetings they fully depend on project. It is observed that maximum RMOs did not submit any formal request to upper tiers to seek support for natural resource management.

Co-management bodies

Srimangal Upazila Fisheries Resource Conservation and Development Committee (UFRCDC) was assessed, and at this stage the results are expected to be indicative also for the Moulvi Bazar Sadar UFRCDC, which together at present are the potential co-management bodies jointly responsible for Hail Haor. Fig. 11 summarizes the results of this assessment in terms of scores.



Natural Resource Management: the UFRCDC has no long term vision. They plan based on the endowment fund and approving schemes proposed by RMOs, but most of the RMOs now lack rights over waterbodies and consequently have not been encouraged to propose activities. Separate plans are made by DoF – DOF released as a “beel nursery” 2 kg of carp fry in the haor in the last year. From the endowment fund in addition to guarding costs of Baikka Beel, re-excavation work near the observation tower was funded. The committee has not so far addressed in any way wider NRM in its part of Hail Haor and has no responsibility over leased out jalmohals or that process.

Climate Change Resilience: there has been no assessment of climate hazard, risks and future uncertainties by them or in support of them. No emergency support is arranged through this committee during or after disaster.

Monitoring and Learning: No reporting systems or records exist on illegal activities in the permanent sanctuary or other sanctuaries, or the water bodies in general in the haor. They did not collaborate in any research with others or external bodies.

Pro-poor: This committee was established as a largely government based committee by GoB order and supplanted a broader-based committee. It does have RMO members who count as civil society poorer members. RMO members participate actively and can raise their voice in meetings. Based on their opinion, impact of RMO management has improved the livelihoods of fishers in the past.

Women's Role: Based on the GoB order, there are no women members (unless a designated government officer happens to be a woman).

Organization Effectiveness: This committee formed by GoB order has no separate general body or executive body. Meetings were not held regularly. But in arranging meetings, no support is needed from project staffs or outsiders. Resolution is written by SUFO/Member Secretary. They have a bank account.

Financial Management: Plans are based on the bank interest earned from the endowment fund, which they provide as grants to RMOs. They have a financial plan that is approved by meetings. They have no fund raising plan, and have no such provision, since they have a guaranteed income annually from the endowment and have not identified greater funding needs. Internal audit is done by DoF.

Internal Governance: The committee is formed according to GoB order and officially there is no scope for any member to get privilege through its operation. In disbursement of the endowment fund, no biasness was reported in any members, however use of the interest on the endowment fund has been patchy and in the last almost two years after the government officials failed to secure continued rights for seven of the RMOs to jalmohals the committee has not supported those RMOs to take up natural resource management actions. Decisions are taken by meeting with full participation of all members.

Leadership: Leaders listen to people who want to say something. Some lapses were found in duties of office bearers, but general members can raise their voice in the meeting against ill performance of any office bearer (although this is not documented). No conflict was reported and the leaders are so skilled to resolve conflict.

Government Support for Co-Management: The highest scoring aspect of the committee. Maximum members of this committee are GoB officers, but they are cordial to others including RMO members. Sometimes this committee try to raise to higher authority (like Upazila Jolmohal Committee) on reserving some beel leases for RMOs, but the demand fail to receive adequate attention by the higher authority for lack of strong representation or lack of cooperative mechanisms between the groups due to different interests of the Upazilla committee/RMO and Upazilla Jolmohal Committee.

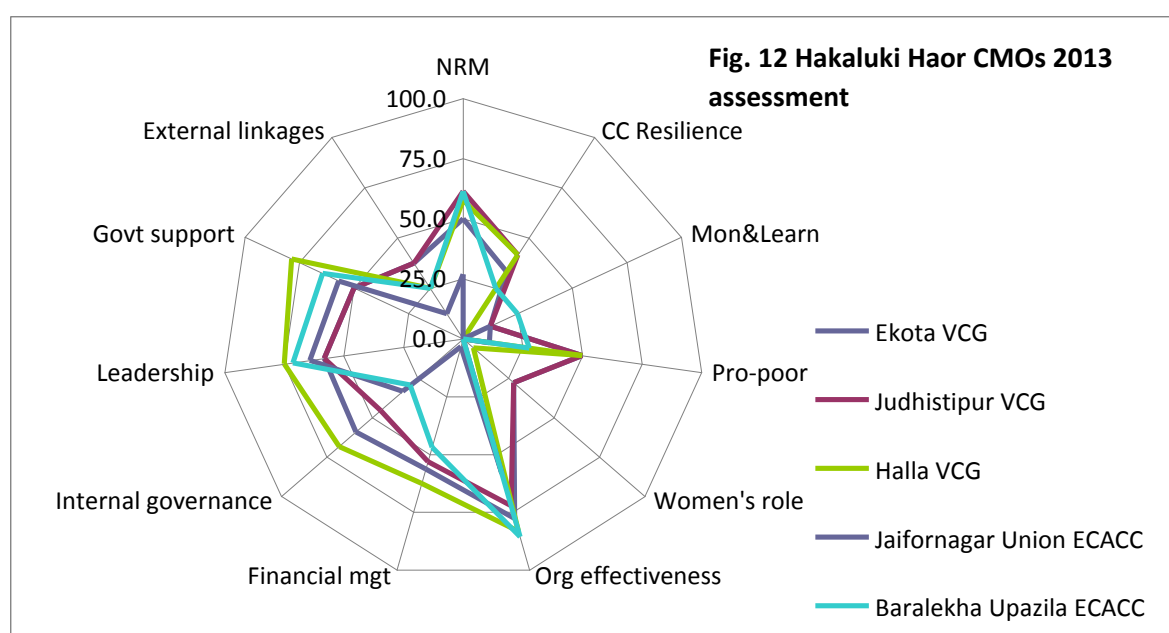
External Linkage: No linkage is found to other like NGOs or private sector. They organize or participate in day observation. No formal request is sent by them to upper tiers.

3.1.2 Hakaluki Haor ECA

The overall scores for individual VCGs and the two tiers of ECA committee assessed range from 25% (Jaifornager Union ECACC) to 50% (Halla VCG), with an average of 42%. The average score of all VCGs and ECA Committees on Women's Role is the lowest (12%), and average score on Organizational Effectiveness is the highest (75%). The overall scores for individual VCGs and ECA Committees are present in Table 13 and Fig. 12.

Table 13 Scores for indicator themes in Hakaluki Haor institutions in 2013

Indicators	Ekota VCG	Judhistipur VCG	Halla VCG	Jaifornagar Union ECACC	Baralekha Upazila ECACC	Average Score
NRM	50.0	61.5	57.7	26.9	61.5	51.5
CC Resilience	33.3	41.7	41.7	0.0	25.0	28.3
Mon&Learn	12.5	12.5	0.0	12.5	25.0	12.5
Pro-poor	50.0	50.0	50.0	11.1	27.8	37.8
Women's role	27.8	27.8	5.6	0.0	0.0	12.2
Org effectiveness	77.8	72.2	83.3	58.3	85.7	75.5
Financial mgt	56.3	53.1	62.5	3.3	46.9	44.4
Internal governance	59.1	45.5	68.2	33.3	29.2	47.1
Leadership	58.3	58.3	75.0	64.3	71.4	65.5
Govt support	50.0	50.0	78.6	57.1	64.3	60.0
External linkages	37.5	37.5	25.0	12.5	25.0	27.5
Score % Overall	46.6	46.4	49.8	25.4	42.0	42.0



The common findings in for VCGs and ECA Committees observed during assessments are given here.

Natural Resource Management: No long term Management Plan for any VCGs and ECA Committee. All VCGs have Annual Resource Management and each plan clearly defines the activities in public land and private land and is prepared by the full participation of the members. UZECACC has a plan based on their endowment fund. But no plan is displayed and publically available. The UPECACC has no plan. The local administrator leases public land to others for crops. Illegal fishing, hunting, grazing etc. continue.

Climate Change Resilience: IPAC and VCG jointly conducted Climate Change Vulnerability Assessment and prepared adaptation plan for VCGs. No assessment is conducted by UPECACC and UZECACC or by support of them. Some climate adaptation included in VCG Annual Resource Management Plan and UZECACC's plan, eg. agricultural demonstration plot on early variety, swamp plantation, etc.. No emergency supports after/during disaster are provided by VCGs or ECA committees. But VCGs tried to establish linkage with other GoB/NGO for support.

Monitoring and Learning: VCGs and UNECACC did not keep records on illegal activities, at best some discussions on illegal activities took place in regular meetings. UZECACC keeps records on such types of illegal activities but not fully updated. They have no monitoring systems on biodiversity.

Pro-Poor: No discussion or consultation with poor non-members before taking any major decisions. Poor members of VCGs can raise their voice, but participation in decision making is very low. Day by day, the traditional fishers and farmers are being excluded from common natural resources and land. Livelihoods improved through AIG supports on duck rearing. Fishers say they catch more fish due to sanctuaries. The villagers or VCGs are satisfied on law enforcement of local administration or UZECACC.

Women's Role: Some women members are outspoken and leaders provide opportunity, but no separate meeting or consultation with women. No women in VCG's sub-committee or PIC. No women natural resource users reported.

Organizational Effectiveness: Only Ekota VCG has own office but not well maintained. UZECACC and UZECACC as is to be expected have rights to use UP premise and UNO meeting room accordingly for official meetings. VCG and UZECACC meetings are held regularly. Meeting minutes are written by themselves. All VCGs are registered by Co-operative Dept and have bank account. UPECA and UZECACC are recognized by GoB order, and UZECACC has bank account.

Financial Management: VCGs have insufficient fund to implement their activities. Accounts books of Halla VCGs and UZECACC are maintained satisfactory. UPECA has no financial role. VCG's constitution has a guideline on financial issues, but not followed properly. UZECACC has financial plan with endowment fund. But VCGs have no financial plan. VCGs have applied for grants from CREL, EBAECA project and UZECACC. Some members/ key persons of the VCG know the source and mechanism for accessing fund.

Internal Governance: All office bearers of VCGs are selected by showing hands. Not significant role or capacity of advisors of VCGs. All members of the VCGs are not clear about the provision of representation in VCGs. Sub-committee of VCGs are formed based on activities. Implementation of activities of sub-committee is satisfactory. VCGs are supervising sanctuary guards, UZECACC supervises VCG's activities regularly.

Leadership: A few office bearers of all VCGs remain as office bearers for more than two terms. Some laps in duties of all office bearers of all VCGs and ECA committees. General members can raise their voice in the meeting against ill performance of any office bearer but not documented. Leaders of VCGs and UZECACC are skilled and enthusiastic to mitigate conflict among themselves or within stakeholders.

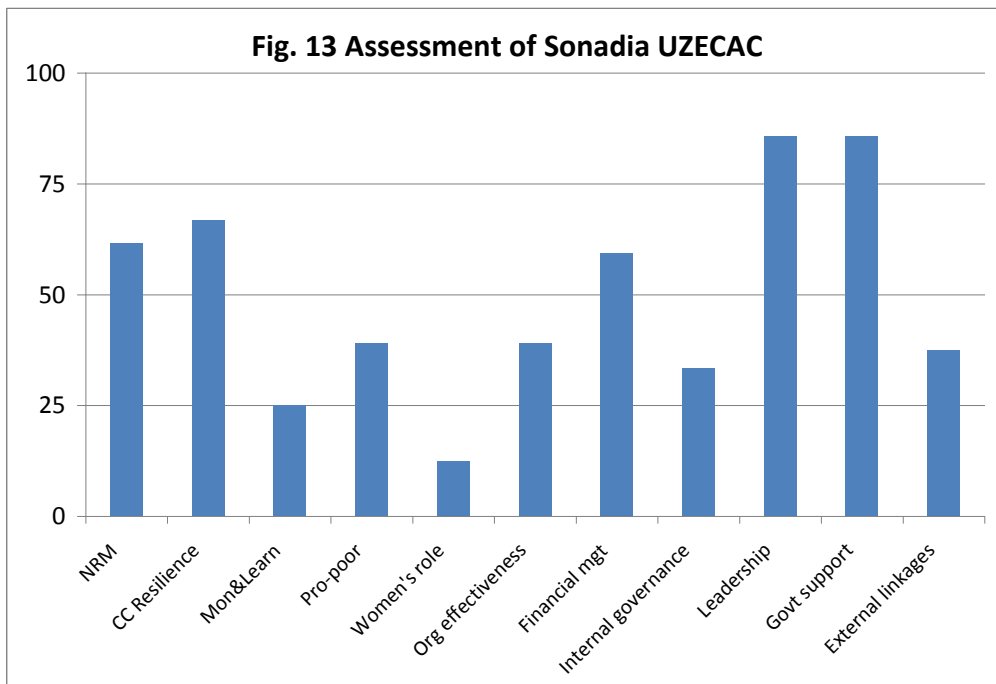
Government support for Co-Management: DoE provides support to UZECACC to conduct mobile court on illegal fishing, bird hunting etc. UP supports VCGs when they request. Government officials and UP chairman listen to anybody of VCGs if they want to say something.

External Linkage: No external linkage of VCGs with other organization like NGOs, private sector etc., only with projects that target them. Members of VCGs and UZECACC participated in day observations, Interactive Popular Theater (IPT) show and discussion programs regarding publicizing the biodiversity conservation activities.

3.2 Southeast - Sonadia ECA

The Upazila ECA committee of Sonadia received an overall score of 49.6%, Fig. 13 shows the scores for each indicator theme/criteria.

Despite an apparently reasonable performance in some areas such as a claimed responsive accountable leadership and strong government support, there are some fundamental issues to be resolved if effective co-management is to be established here.



Institutions

There is a serious lack of a co-management body within the institutional framework for ECA management in general. At the site level, a Sonadia Island ECA Co- Management Committee should be formed to replace the current government dominated committees that follow administrative boundaries (for a modest sized ECA like Sonadia this can replace both Union and Upazila committees). It should comprise of leaders of all the VCGs, relevant UP chairmen, key personnel from the ECA Management Unit of Cox's Bazar District (particularly an officer to be assigned for Sonadia, see below), and a limited number of key government officers (e.g. Upazila Fisheries Officer). This committee should meet monthly, take decisions and implement management actions. Day to day activities will be done by the DoE officer (below) and the VCGs. The staffing scheme for Cox's Bazar ECA Unit should include a Biodiversity Officer with strong biological background assigned exclusively to Sonadia to take a lead in conservation measures and in performance monitoring of the management actions.

- The new ECA Co-management Committee (constituted as above) needs to prepare Annual Action Plans, detailing who does, what, when and how for management of the ECA through holding planning sessions with provision for community consultations.
- The links between VCGs in Sonadia and the co-management committee should be formalized by DoE, building on past networking. The purpose of the network would be to share experiences (success and failure), identify constraints and opportunities in resource management, etc.
- VCG representatives should be included in District Coordination Committee and their representations should also be increased in Upazila and Union ECA Coordination Committees as noted above.
- Seek a commitment from DoE HQ to minimize where possible turnover in its site based staff.
- The ECA Coordination Committee meetings should be held regularly. DoE, at the local level take it serious to implement this. Efforts should be taken to increase meeting attendance. DoE should come to meeting with concrete and real meeting agenda which requires decisions, guidance and/or coordination among departments at the local level.
- In addition to coordination meetings with local government agencies, DoE should hold dialogue with relevant government agencies separately and explain ECA co-management.

- Establish a community communication system between VCGs and local ECA management unit for reporting illegal activities, and for two-way communication. Each VCG could designate a focal person with this responsibility and his mobile bill could be compensated.
- Review the master plan for tourism development at Cox's Bazar area identify conflicts with ECA management and take up changes with the relevant authorities.

Financial sustainability/resourcing mechanism

Presently, the funding for ECA management is project based with some in-kind support from DoE (salaries of some staff involved in ECA management) Head Quarter level. This is no sustainable. ECA management is a continuous process, any discontinuity will jeopardize management. Therefore, a sustainable financing mechanism should be in place for Sonadia Island ECA. The following actions could be taken to attain financial sustainability:

- On an immediate basis, assess the funding required to manage the ECA, the shortfall between that required and funding available from government sources and the feasibility of alternatives.
- In line with Annual Management Action Plans prepare Annual Financial Plans, with clear explanation of sources of planned required funds.
- In scoping funding alternatives consider, among others, collaborating with other specialist organizations to submit proposals to international organizations for funding conservation work, particularly for mudflats as bird habitat, and turtles.
- Explore possibilities of entry fee collection at strategic places from tourists as a source of benefits to local people.
- Seek a commitment from the DoE for allocating some funds to undertake certain conservation activities and include this line item in DoE's Annual Budget proposal.
- Develop an eco-tourism plan to generate benefits for local community.

Capacity enhancement

Protected area and biodiversity management require technical skills, and plentiful methods and tools are available in these areas for successful planning and implementation of management actions. Biodiversity conservation and co-management are new to DoE. Management so far has depended on project and external NGO staff. Capacity building in co-management natural resources is needed for communities and the range of officials involved.

A full length capacity enhancement plan should be developed for all the concerned stakeholders:

- Organize trainings for relevant officials and community stakeholders in co-management, NRM, climate change and biodiversity.
- Organize exposure visits to sites of successful NRM and biodiversity conservation through co-management and climate change adaptations for conservation.
- Establish a reference collection at the site level office on NRM, co-management.
- Encourage DoE staff to include in their work collaborations with researchers and renowned NGOs working in the area of NRM, climate change and co-management.
- Modernize DoE's in-service training modules to include NR co-management, climate change and ECA management.
- Enhance capacity of the local ECA team to develop quality project proposal that meet the requirements of the international donors.

4 SUMMARY OF GENERAL FINDINGS AND SUGGESTED MEASURES BY REGION

The Tables below (Tables 14 to 17) summarize the identified strengths, weaknesses, gaps and suggested measures prepared by each regional team.

Table 14: CMO Strength, Weakness, Gaps and Future Capacity Building in Northeast Region

Capacity sub-categories/Issues	Strengths	Weaknesses	Identified gaps	Suggested measures
Natural Resource Management				
Management Planning	<ul style="list-style-type: none"> Prepared ADP 	<ul style="list-style-type: none"> Planning is not prepared in participatory way. Low knowledge or capacity of natural resource management 	<ul style="list-style-type: none"> No long term vision. Working area or activity zone are not clearly identified. Gaps to prepare plan with identified budgets Separate plan of FD and CMC 	<ul style="list-style-type: none"> Need training on financial management including budget Need training on NRM Revision of plan should be ensure. Facilitation to prepare plan by participatory approach Facilitate to prepare only one plan for forest PA where activities can be parted both for FD and CMC
Implementation of management actions/ decision	<ul style="list-style-type: none"> Cordial and conscious to implement decision/actions Initiative to take actions against rules breakers 	<ul style="list-style-type: none"> Maximum members has not such capacity to implement decision. Lack of coordination to implement actions 	<ul style="list-style-type: none"> Lack of knowledge on rules/law. Sharing of decision with higher GoB officials is not enough Review of progress is not enough 	<ul style="list-style-type: none"> Orientation or training on laws/rules/responsibilities Regular sharing with GoB high officials
Climate Change Resilience				
Assessment, activities/plan on climate change issues	<ul style="list-style-type: none"> Have willingness to know on CC and work for CC adaptation 	<ul style="list-style-type: none"> General knowledge on climate change is very limited. Awareness did not create such a level that people can use this information in their practical life. In case of forest PAs, CMOs did not provide any welfare support to the affected family by any types of disaster. Did not found any plan to support people either by own fund or by establishing linkage with Union Parishad or Upozila. Some broad headed activities are found in ADP/MP, but not 	<ul style="list-style-type: none"> Did not found any assessment on climate hazards, risks, and future uncertainties. Very limited information on climate change is provided to VCF members by VCF meetings only. ADP or MP are not prepared based on assessment reports. 	<ul style="list-style-type: none"> Need training on Climate Change issues Need to provide undated information on CC and adaptation Need training to prepare adaptation plan Develop action plan on CC issues involving GoB bodies; i.e UP, UPZ, DoE, FD

Capacity sub-categories/Issues	Strengths	Weaknesses	Identified gaps	Suggested measures
		<ul style="list-style-type: none"> implementation. Lack of fund. 		
Monitoring and Learning				
Keeping records of illegal activities by CMOs/CBOs	<ul style="list-style-type: none"> Have discussion on illegal activities very shortly in meeting. Keep records if the CMOs/CBOs members are involved in illegal activities 	<ul style="list-style-type: none"> Details records of illegal activities are not kept by CMOs/CBOs 	<ul style="list-style-type: none"> FD does not share illegal activities in details with CMC. 	<ul style="list-style-type: none"> Need to maintain a register to keep record of illegal activities monthly.
Biodiversity monitoring and research related	<ul style="list-style-type: none"> Few members of CMC are involved in bird monitoring 	<ul style="list-style-type: none"> CMO/CBO are not trained/oriented/well known how to conduct both qualitative and quantitative monitoring 	<ul style="list-style-type: none"> CMO/CBO members are not aware about monitoring of biodiversity. No linkage with external researchers 	<ul style="list-style-type: none"> Need to provide training or orientation on participatory monitoring. Should involve CMOs/CBOs members in any types of research conducted by CREL To conduct any types of research, should need permission from CMC and bound them to share the result with CMC.
Inclusiveness-Pro-poor and women's role				
Poor and Women representative in CMOs/CBOs	<ul style="list-style-type: none"> Have representation of poor and women members in each CMOs/CBOs. 	<ul style="list-style-type: none"> Inclusion of women is not enough No woman as office bearer 	<ul style="list-style-type: none"> No data related to poor 	<ul style="list-style-type: none"> Facilitate to preserve data regarding poor Orientation to CMOs on inclusion of woman
Special consultation with poor and women and role in decision making	<ul style="list-style-type: none"> Have an environment in meeting where poor and women can raise their voice 	<ul style="list-style-type: none"> Are not enthusiastic to consult with poor and women Key members take the decision Women and poor are not empowered 	<ul style="list-style-type: none"> Lack of knowledge on participatory method No orientation on roles and responsibilities of poor and women 	<ul style="list-style-type: none"> Orientation on roles and responsibilities of poor and women Facilitate to create an environment where woman and poor can actively participate in decision making
Access of poor and women to natural resources	<ul style="list-style-type: none"> Access of poor in buffer plantation is improving 	<ul style="list-style-type: none"> In wetland, access of poor is decreasing day by day 	<ul style="list-style-type: none"> Coordination gap with CMOs and poor users 	<ul style="list-style-type: none"> Meeting with poor user by CMOs
Organizational Management- Effectiveness				
PF office		<ul style="list-style-type: none"> PF has no office to conduct meetings and other activities 		<ul style="list-style-type: none"> Need to provide support to establish office
CMOs/CBOs meetings	<ul style="list-style-type: none"> CMC and VCG meetings is conducting regularly 	<ul style="list-style-type: none"> Need support from project to conduct meetings Less interest on discussion of NRM rather than any development activities 	<ul style="list-style-type: none"> Lack of consciousness to conduct meeting regularly Very limited agenda Some cases, poor attendance of PF members 	<ul style="list-style-type: none"> Training/orientation on rules and responsibilities of CMOs/CBOs Ensure standard format to keep meeting minutes Facilitation to conduct

Capacity sub-categories/Issues	Strengths	Weaknesses	Identified gaps	Suggested measures
		<ul style="list-style-type: none"> Irregular PF and RMO meetings 		regular meeting
Financial Management				
Financial activities of PF		<ul style="list-style-type: none"> Have not provision for financial activities 	<ul style="list-style-type: none"> No bank account 	<ul style="list-style-type: none"> Facilitation to establish financial access of PF
Financial policy	<ul style="list-style-type: none"> CMCs have a financial policy 	<ul style="list-style-type: none"> All CMOs/CBOs are not conscious to use financial policy 	<ul style="list-style-type: none"> RMOs and VCGs have no financial policy 	<ul style="list-style-type: none"> Prepare financial policy for RMOs and VCGs
Financial and fund raising plan	<ul style="list-style-type: none"> CMC have a financial plan Audit is done regularly for CMC, RMO, VCG by GoB bodies 	<ul style="list-style-type: none"> Insufficient fund to implement activities Need support to prepare financial plan Not capable to prepare proposal for external funding Depend on project for financial support 	<ul style="list-style-type: none"> Interest in activities rather than plan preparation Does not aware about external funding and its sources 	<ul style="list-style-type: none"> Orientation or training to CMOs/CBOs on financial management Training on plan preparation Orientation on external funding sources and preparation for proposal development
Funding and spending	<ul style="list-style-type: none"> CMOs/CBOs informed GoB official about funding and spending Sending is found satisfactory 	<ul style="list-style-type: none"> Technical knowledge is low Use of guideline can't be maintained properly 	<ul style="list-style-type: none"> GoB does not share about their funding and spending in same area 	<ul style="list-style-type: none"> Need to aware CMOs/CBOs on GoB funding and spending
Internal governance				
Outsider control on natural resource	<ul style="list-style-type: none"> CMOs/CBOs are trying to recover encroached area 	<ul style="list-style-type: none"> Some cases, CMOs/CBOs are weaker than those shoulder man 	<ul style="list-style-type: none"> Coordination gaps with upper tier to raise voice 	<ul style="list-style-type: none"> Facilitate CMOs/CBOs to raise voice on NRM Increase coordination with upper bodies
Advisor role	<ul style="list-style-type: none"> Advisor from Respective GoB dept support CMOs based on their requirement 	<ul style="list-style-type: none"> Advisors are not aware about CMOs/CBOs activities 	<ul style="list-style-type: none"> Linkage/coordination gap between CMOs/CBOs and advisors 	<ul style="list-style-type: none"> Establish strong linkage/coordination with advisors
Leadership				
Leadership quality	<ul style="list-style-type: none"> Leaders are skilled enough 			
Decision making	<ul style="list-style-type: none"> Have environment where anybody can perform 	<ul style="list-style-type: none"> Major decision are made by key persons 	<ul style="list-style-type: none"> Lack of knowledge on participatory decision making 	<ul style="list-style-type: none"> Orientation of participatory decision making
Roles and responsibilities of office bearer	<ul style="list-style-type: none"> Try to spend maximum times for CMOs/CBOs activities 	<ul style="list-style-type: none"> They are not much aware Some laps in duties 	<ul style="list-style-type: none"> Have not full ToR of office bearer of CMC 	<ul style="list-style-type: none"> Prepare ToR of CMC office bearer Orientation on rules and responsibilities of office bearer
Government Support to Co-management				
GoB department and Union parishad support	<ul style="list-style-type: none"> Financial support of respective GoB on Entry fee sharing, endowment 	<ul style="list-style-type: none"> Less support from Union Parishad Support from GoB is not ensured timely GoB officials are 	<ul style="list-style-type: none"> Coordination gap with Union Parishad and GoB officials CMC is not aware about such provision for help seeking 	<ul style="list-style-type: none"> Establish linkage with Union Parishad Orientation to GoB officials on CMOs/CBOs activities

Capacity sub-categories/Issues	Strengths	Weaknesses	Identified gaps	Suggested measures
	<ul style="list-style-type: none"> fund etc Respective GoB department often support CMOs/CBOs when required 	<ul style="list-style-type: none"> not enthusiastic to support CMOs/CBOs 	<ul style="list-style-type: none"> Lack of commitment of local government officials 	
External Linkages				
Linkage with other organization and networking	<ul style="list-style-type: none"> Exist RMOs network in Hail Haor Exist Regional/ National Nishorgo Network 	<ul style="list-style-type: none"> No linkages with other NGOs, private sector etc. Meetings of RNN/NNN is fully depend on project support 	<ul style="list-style-type: none"> Lack of knowledge to establish linkage with others Members are not aware about RNN/NNN 	<ul style="list-style-type: none"> Facilitation to establish linkage with NGOs, private sectors etc. Facilitation for regular RNN/NNN meetings Establish network within VCGs

Table 15: CMO Strength, Weakness, Gaps and Future Capacity Building in Chittagong Region

Capacity sub-categories/Issues	Strengths	Weaknesses	Identified gaps	Suggested measures
Natural Resource Management				
Management Planning	<ul style="list-style-type: none"> Majority members of Co-Management Committee (CMC) have moderate understanding about long-term vision 	<ul style="list-style-type: none"> The understanding on long term vision statement should clear and target oriented. 	<ul style="list-style-type: none"> Co-management plan is developed in top down approach which has externality impact instead to create ownership. 	<ul style="list-style-type: none"> Develop more community oriented participatory Management Plan involving community people.
Implementation of management plan		<ul style="list-style-type: none"> Annual plan of Forest Department and CMC are not designed in integrated way. In some extent, CMC members do not know about annual plan of Forest Department. 	<ul style="list-style-type: none"> Forest Department have some lacking to perceive CMOs as their complementary organization. CMO's attitude is not clear enough to gain the trust of FD. 	<ul style="list-style-type: none"> Efforts should be made to reach a consensus for preparing integrated plan in collaboration with Forest Department
Forest Encroachment and Land demarcation (Not clear, so far it is known)		<ul style="list-style-type: none"> Encroachment of forest land by influential people, migrants and extended households. 	<ul style="list-style-type: none"> Influential are still active in forest encroachment due to unclear land demarcation. 	<ul style="list-style-type: none"> It has been observed that stopping of forest encroachment is somehow out of control under project interventions. Thus, CREL project should initially projecting and mapping of such future trends as a defensive baseline.
Peoples Understanding on sensitive forest ecosystem	<ul style="list-style-type: none"> General people of local community positively perceive that situation of forest, i.e. no fire; hunting reduced; elephant increased, has 	<ul style="list-style-type: none"> Although people believes on forest services for their wellbeing, but they are exploiting forest resources for limited livelihood options. 	<ul style="list-style-type: none"> It is observed that certain portions community illegally harming the forest ecosystem. 	<ul style="list-style-type: none"> Mobilize community people to promote social defense to protect Protected Area.

Capacity sub-categories/Issues	Strengths	Weaknesses	Identified gaps	Suggested measures
	been improved.			
Weak Communication	•	• Less access of public to CMC resources (Maps, plans, posters, brochures)	• No publicly available CMC resources like maps, strategy, goals identified	• Rigorous awareness campaign and media advocacy
Climate Change Resilience				
Climate Change Adaptation Plan		• Despite having plan about climate change and climatic extremes, but majority of CMC members do not have knowledge of climate change adaptation (CCA) plan.	• The CCA plan was developed from external information and external need rather community requirement.	• To establish more visual materials (like billboard as a part of awareness and policy promotion) on issues and concerns of climate change. • Rigorous sharing of climate change adaptation plan and mobilize them to climate resilient activities.
Climate Change Adaptation Plan (CCA)	• There are plans with local context analysis and having information about climate hazards, risks, and future uncertainties in those plans.	• CCA plans are developed with limited information and the provided actions are inappropriate considering local environmental context.	• VCF based CCA Plans are identified, but those were developed based limited external information.	• To do needful modification of existing plans (i.e. annual plan, climate adaptation plan) it is necessary to revisit the VCF to address climate change properly.
Climate Change Local Information Source		• No source of local level climate change adaptation and mitigation information related to NRM and livelihood	• It is identified that there is no define information source to use at planning level	• Union Information service Center based information service could be a potential option
Monitoring and Learning				
Lack of monitoring and learning system		• For the absence of monitoring guideline for CMO activities are not properly monitored	• No monitoring plan is available at CMO office	• Develop participatory monitoring guideline for CMOs
Participatory Biophysical Monitoring and Grants activities monitoring		• Though CMC members verbally provide information (as for example, illegal logging has been reduced and numbers of elephant have been increased), but they do not have written records.	• It is observed that participatory biophysical monitoring activities were practiced during earlier projects, but currently there is no such type of activities.	• Community-led monitoring and learning mechanism should be developed. As for example, simple record should be kept by CMC about illegal cutting tree. It can be used as a 'shadow report' and supportive document for Forest Department.
No sharing of research findings		• External research organization approach to CMC for conducting their research and result sharing mechanism is not developed.	• Various research organization and educational institutions are conducting research at protected areas, but the results finds sharing mechanism at CMC is absent.	• Interpersonal communication or departmental MoU with CMC along with project should be developed for preserving and sharing of synopsis research findings done by external bodies.

Capacity sub-categories/Issues	Strengths	Weaknesses	Identified gaps	Suggested measures
Inclusiveness-Pro-poor and women's role				
Lack of active participation from poor		<ul style="list-style-type: none"> It could not be said decision making process is poor-friendly. In reality, decisions are dominated and made by elites within CMC. 	<ul style="list-style-type: none"> Real pro-poor inclusiveness is absent due to domination of elites. 	<ul style="list-style-type: none"> More trainings and exposure visits should be arranged especially for general VCF member.
Lack of active participation from ethnic group		<ul style="list-style-type: none"> Representation and raising voice of ethnic communities is still low (except Kaptai and Karnafuli CMOs). 	<ul style="list-style-type: none"> Except Kaptai and Karnafuli ethnic communities are not involved due to lack of mobilization. 	<ul style="list-style-type: none"> Special focus should be given to the under privilege ethnic community who are dependent on natural resources.
Organizational Management-effectiveness				
Weak mobilization of CMC members		<ul style="list-style-type: none"> It has been observed that few leaders of CMC are well-informed rather than general representation that is all members do not possess required information. 	<ul style="list-style-type: none"> Some CMC members are regularly irregular in CMC meetings. 	<ul style="list-style-type: none"> Strategic initiatives should be taken to bring positive changes in membership of CMC. Inactive members of CMC may be replaced through following government regulation and expediently by Forest Department.
No agenda for Peoples' Forum		<ul style="list-style-type: none"> Though People's Forum (PF) representatives attends CMC meeting, but their agendas are not adequately addressed in CMC decision making process. 	<ul style="list-style-type: none"> Absence of specific agenda for PF at CMC meeting. 	<ul style="list-style-type: none"> CMC and PF interaction should be increased. PF meeting need to be more frequent.
High project dependency		<ul style="list-style-type: none"> Despite CMC has own office, but majority of them are dependent on facilitating NGO for record keeping, updating minutes, and, in some extent, organizing event. 	<ul style="list-style-type: none"> High dependency on project implementation organization for regular operation. 	<ul style="list-style-type: none"> Ensure systematic or regular participation instead inactive volunteerism. Mobilize them through benefit sharing mechanism
No income source		<ul style="list-style-type: none"> CMOs have no identified income sources (except nonoperational revenue sharing with forest department) for their regular operation. 	<ul style="list-style-type: none"> It is identified that CMOs have no income for their regular operation which is pushing them to external dependency. 	<ul style="list-style-type: none"> Identification of some definite income source.
Financial Management				
Financial Policy		<ul style="list-style-type: none"> Though CMC has financial policy and provisions of external financing, but majority of CMC members do not know its instructions prescribed in policy. 	<ul style="list-style-type: none"> Inefficient or poor use of financial policy to carry out activities. 	<ul style="list-style-type: none"> Organize financial management training for CMC members.
Leadership				
Leadership quality		<ul style="list-style-type: none"> Most of the CMO committee members are selected instead of election restrict the 	<ul style="list-style-type: none"> Some CMC members are found under qualified to represent an 	<ul style="list-style-type: none"> Define educational or institutional qualification for office bearers in revised

Capacity sub-categories/Issues	Strengths	Weaknesses	Identified gaps	Suggested measures
		quality leadership.	important Upazila based organization.	constitution.
Government Support to Co-management				
Lack of democracy in electoral process		<ul style="list-style-type: none"> Lack of democracy in election process to form executive member. 	<ul style="list-style-type: none"> Most of the CMC members are selected instead of election, and some people intention is to hold the position. In some places top positions are occupied by the political or influential people. 	<ul style="list-style-type: none"> Reform and revised CMO constitution regarding the weaknesses are found from the assessment.
Political Connection		<ul style="list-style-type: none"> Most of the office bearers holds the motive of Govt. supported political party and illegally practice their power. 	<ul style="list-style-type: none"> Some of the CMC members are unusually influential over Govt. Departments. 	<ul style="list-style-type: none"> Reform CMO constitution for to restrict unanticipated interference.
Forest Department Cooperation	<ul style="list-style-type: none"> Officials of Forest Department have general positive attitude and, in many cases, cooperation with members of CMC. 	<ul style="list-style-type: none"> Demotivation of FD staff by influence of local elite. 	<ul style="list-style-type: none"> Some CMC members are reluctant to maintain regular coordination with Forest Department. 	<ul style="list-style-type: none"> Patronize the positive attitude of FD officials through active mobilization and trust building.
External Linkages				
Absence of networking		<ul style="list-style-type: none"> Lack of networking with other GO, NGO, CBOs. 	<ul style="list-style-type: none"> Due to lack of coordination with similar organization increase the dependency on project and hinder sustainability. 	<ul style="list-style-type: none"> Building network with similar organization in local, national and international level.
Absence of interdepartmental coordination		<ul style="list-style-type: none"> Linkage with other Government Departments and Non-government Organizations (NGOs) are not adequate for effective relation. 	<ul style="list-style-type: none"> Inadequate or absence of interdepartmental coordination at CMO level. 	<ul style="list-style-type: none"> Liaison should be done with respective departments of Upazila (like youth development, social welfare, agriculture extension, etc.) for training and employment in alternative jobs. It will reduce extra pressure on forest for their livelihoods.

Table 16: CMO Strength, Weakness, Gaps and Future Capacity Building in Cox's Bazar Region

Capacity sub-categories/Issues	Strengths	Weaknesses	Identified gaps	Suggested measures
Natural Resource Management				
Management Planning		<ul style="list-style-type: none"> Lack of adequate capacity in participatory NRM and CC adaptations planning 	<ul style="list-style-type: none"> Lacks a long-term vision, and emerging issues in NRM in the locality not adequately 	<ul style="list-style-type: none"> Provide capacity building training on NRM and cc adaptation planning Facilitation by NGO for participatory planning

Capacity sub-categories/Issues	Strengths	Weaknesses	Identified gaps	Suggested measures
			addressed in existing MP <ul style="list-style-type: none"> CMCs lack Annual Plans 	sessions for annual plan development and updating of MP <ul style="list-style-type: none"> Facilitation and providing backstopping support by NGO in updating and developing the said plans
Implementation of management actions/ decision	Has commitments of the CMC	<ul style="list-style-type: none"> Little or no initiative for implementing decisions/planned actions Poor interactions with local FD officials and lack of coordinated actions 	<ul style="list-style-type: none"> Lack of awareness about roles and responsibilities of the CMC Poor follow up discussions on implementation of actions in CMC meetings Lack of funding for implementing actions Poor monitoring by CMC 	<ul style="list-style-type: none"> Further orientation to the roles and responsibilities regarding biodiversity conservation Facilitating enhanced interactions between CMC and local FD personnel by NGO Quarterly meeting with DFO should emphasize on progress review on planned actions Open up a scope for CMC to contribute in conservation through dialogue with FD and CMC members by NGO
Climate Change Resilience				
Assessment of climate hazards, risks and future uncertainties and adaptation planning	CC risks and adaptations aspects are elaborated in existing MP	<ul style="list-style-type: none"> CMC not involved with risk assessment itself and nor has any linkages with external agencies for the purpose Poor implementation of adaptation activities Do not inform the community about cc risks 	<ul style="list-style-type: none"> Inadequate understanding about cc issues and poor capacity for risk assessment Not aware about responsibilities Lack of self-initiatives Lack of external linkages for information collection Lack of funding for promoting of adaptation actions 	<ul style="list-style-type: none"> Providing capacity building training on cc issues, vulnerability assessment and adaptation planning NGO facilitation for linkage development with appropriate external agencies for risk assessment
Monitoring and Learning				
Keeping records of illegal activities by CMC		<ul style="list-style-type: none"> CMC does not keep records of illegal activities 	<ul style="list-style-type: none"> CMC is not aware of this responsibility No reporting system exists for recording illegal activities 	<ul style="list-style-type: none"> Facilitate developing a system for reporting illegal activities
Biodiversity monitoring by CMO		<ul style="list-style-type: none"> CMC does not perform any biodiversity monitoring based on indicators 	<ul style="list-style-type: none"> CMC is not aware of this activity Does not have a indicator based participatory monitoring system Poor commitment of the CMC 	<ul style="list-style-type: none"> NGO with help from monitoring cell of CREL facilitate development of participatory biodiversity monitoring protocol and a reporting system for reporting illegal activities. Provide training and demonstrate biodiversity monitoring Facilitating linkage development with external

Capacity sub-categories/Issues	Strengths	Weaknesses	Identified gaps	Suggested measures
				agencies for biodiversity monitoring <ul style="list-style-type: none"> • Providing backstopping support for engaging CMC in monitoring activities
Inclusiveness-Pro-poor and women's role				
Representation of poor people and women in CMC	Satisfy or close to % representations as mentioned in rules.	<ul style="list-style-type: none"> • Still in few cases , women representation is not to recommended level 	<ul style="list-style-type: none"> • No serious efforts to address this issue 	<ul style="list-style-type: none"> • Facilitate the inclusion of few more women in some CMOs
Role of women and poor people in decision making	In some cases, poor and women play active role	<ul style="list-style-type: none"> • In most cases, they speak but not play active role 	<ul style="list-style-type: none"> • Lack of encouragement by CMC office bearers 	<ul style="list-style-type: none"> • Orientation of the office bearers to this responsibility
Consultation of poor and women before decision taking		<ul style="list-style-type: none"> • Consultation of poor and women rarely done before major decision making 	<ul style="list-style-type: none"> • Ignorance of CMC members about this responsibility 	<ul style="list-style-type: none"> • Same as above
Organizational Effectiveness				
CMC meetings	Follow procedure for convening meeting Meeting minutes are kept updated	<ul style="list-style-type: none"> • Some CMC discontinued meetings in absence of NGO • Attendance in meeting is not satisfactory, often below 60% • Appropriate NRM agenda does not get priority in discussions and follow up discussions often not held • Meeting minutes are written by NGO staff 	<ul style="list-style-type: none"> • Lack of interest of many CMC members • Sometimes all member are not well informed about meetings • Lack of understanding about agenda setting 	<ul style="list-style-type: none"> • Continued backstopping support by NGO for conducting meeting with emphasis on agenda setting and follow up discussions • Organizing organizational management and leadership training for some CMCs •
Financial Management				
Financial policy and its compliance	CMCs have good financial policy			
Fund raising/ resourcing and fund utilization	<ul style="list-style-type: none"> • Almost satisfactory accounts keeping • Transparent and useful expenditures and satisfactory audit reports for almost all CMCs • Internal audit done for all CMCs 	<ul style="list-style-type: none"> • Inadequate funds and no fund raising plan • No approach to other organization for funding • Poor capacity for proposal development for funding • No financial plans 	<ul style="list-style-type: none"> • CMC not aware about fund raising and not capable of preparing financial plan • CMC not aware of potential donors • Poor initiative for fund raising 	<ul style="list-style-type: none"> • Orient CMCs to different funding sources and issues • Provide training on the preparation of financial plan and NG O facilitation of development of Financial plan for each CMCC • Facilitate to develop a fund raising plan for each CMC • Facilitation by NGO to help access to donors and providing backstopping support for proposal development and submission to donors.
Leadership				
Leadership quality	<ul style="list-style-type: none"> • Most cases leaders listen to members • Leaders are 	<ul style="list-style-type: none"> • In some cases, leaders dominate and influence decision making 	<ul style="list-style-type: none"> • Office bearers are not fully aware about their responsibilities. 	<ul style="list-style-type: none"> • Provide leadership development and CBO management training to further enhancement of

Capacity sub-categories/Issues	Strengths	Weaknesses	Identified gaps	Suggested measures
	skilled in resolving conflicts	<ul style="list-style-type: none"> Fully democratic process not practiced in electing office bearers Leaders partly delivers their responsibilities 		<ul style="list-style-type: none"> their leadership quality Facilitate the practice of fully democratic process in electing office bearers.
Government Support to Co-management		<ul style="list-style-type: none"> Usually government support is not formally sought Government officials are not pro-active 	<ul style="list-style-type: none"> CMC is not aware about such provision for help seeking Lack of commitment of local government officials 	<ul style="list-style-type: none"> Orient and encourage CMC to seek support from government officials Need strong directives from Head Office to extend support to CMC for conservation and need intervention by project H/O
External Linkages		<ul style="list-style-type: none"> No linkages with any external entities No formal requests made to other organizations in favor of conservation 	<ul style="list-style-type: none"> CMOs not much aware about such linkage building and necessity of support for conservation Lack of initiatives 	<ul style="list-style-type: none"> Facilitation of linkage building by NGO Orient and facilitate interaction with various stakeholder organizations for support in favor of conservation.

Table 17: CMO Strength, Weakness, Gaps and Future Capacity Building in Southwest Region

Capacity sub-categories/Issues	Strengths	Weaknesses	Identified gaps	Suggested measures
Natural Resource Management				
Management Planning		<ul style="list-style-type: none"> Lack of adequate capacity in participatory NRM and CC adaptations planning 	<ul style="list-style-type: none"> Lacks a long-term vision, and emerging issues in NRM in the locality not adequately addressed in existing MP CMCs lack Annual Plans 	<ul style="list-style-type: none"> Provide capacity building training on NRM and cc adaptation planning Facilitation by NGO for participatory planning sessions for annual plan development and updating of MP Facilitation and providing backstopping support by NGO in updating and developing the said plans
Implementation of management actions/ decision	Has commitments of the CMC	<ul style="list-style-type: none"> Little or no initiative for implementing decisions/planned actions Poor interactions with local FD officials and lack of coordinated actions 	<ul style="list-style-type: none"> Lack of awareness about roles and responsibilities of the CMC Poor follow up discussions on implementation of actions in CMC meetings Lack of funding for implementing actions Poor monitoring by CMC 	<ul style="list-style-type: none"> Further orientation to the roles and responsibilities regarding biodiversity conservation Facilitating enhanced interactions between CMC and local FD personnel by NGO Quarterly meeting with DFO should emphasize on progress review on planned actions Open up a scope for CMC to contribute in conservation through dialogue with FD and CMC members by NGO
Climate Change Resilience				
Assessment of climate hazards, risks and future	CC risks and adaptations aspects are	<ul style="list-style-type: none"> CMC not involved with risk assessment itself and nor has 	<ul style="list-style-type: none"> Inadequate understanding about cc issues and 	<ul style="list-style-type: none"> Providing capacity building training on cc issues, vulnerability assessment and

Capacity sub-categories/Issues	Strengths	Weaknesses	Identified gaps	Suggested measures
uncertainties and adaptation planning	elaborated in existing MP	<ul style="list-style-type: none"> any linkages with external agencies for the purpose Poor implementation of adaptation activities Do not inform the community about cc risks 	<ul style="list-style-type: none"> poor capacity for risk assessment Not aware about responsibilities Lack of self-initiatives Lack of external linkages for information collection Lack of funding for promoting of adaptation actions 	<ul style="list-style-type: none"> adaptation planning NGO facilitation for linkage development with appropriate external agencies for risk assessment
Monitoring and Learning				
Keeping records of illegal activities by CMC		<ul style="list-style-type: none"> CMC does not keep records of illegal activities 	<ul style="list-style-type: none"> CMC is not aware of this responsibility No reporting system exists for recording illegal activities 	<ul style="list-style-type: none"> Facilitate developing a system for reporting illegal activities
Biodiversity monitoring by CMO		<ul style="list-style-type: none"> CMC does not perform any biodiversity monitoring based on indicators 	<ul style="list-style-type: none"> CMC is not aware of this activity Does not have an indicator based participatory monitoring system Poor commitment of the CMC 	<ul style="list-style-type: none"> NGO with help from monitoring cell of CREL facilitate development of participatory biodiversity monitoring protocol and a reporting system for reporting illegal activities. Providing backstopping support for engaging CMC in monitoring activities
Inclusiveness-Pro-poor and women's role				
Representation of poor people and women in CMC	Satisfy or close to % representations as mentioned in rules.	<ul style="list-style-type: none"> Still in few cases , women representation is not to recommended level 	<ul style="list-style-type: none"> No serious efforts to address this issue 	<ul style="list-style-type: none"> Facilitate the inclusion of few more women in some CMOs
Role of women and poor people in decision making	In some cases, poor and women play active role	<ul style="list-style-type: none"> In most cases, they speak but not play active role 	<ul style="list-style-type: none"> Lack of encouragement by CMC office bearers 	<ul style="list-style-type: none"> Orientation of the office bearers to this responsibility
Consultation of poor and women before decision taking		<ul style="list-style-type: none"> Consultation of poor and women rarely done before major decision making 	<ul style="list-style-type: none"> Ignorance of CMC members about this responsibility 	<ul style="list-style-type: none"> Same as above
Organizational Effectiveness				
CMC meetings	<p>Follow procedure for convening meeting</p> <p>Meeting minutes are kept updated</p>	<ul style="list-style-type: none"> Some CMC discontinued meetings in absence of NGO Attendance in meeting is not satisfactory, often below 60% Appropriate NRM agenda does not get priority in discussions and follow up discussions often not held 	<ul style="list-style-type: none"> Lack of interest of many CMC members Sometimes all member are not well informed about meetings Lack of understanding about agenda setting 	<ul style="list-style-type: none"> Continued backstopping support by NGO for conducting meeting with emphasis on agenda setting and follow up discussions Organizing organizational management and leadership training for some CMCs

Capacity sub-categories/Issues	Strengths	Weaknesses	Identified gaps	Suggested measures
		<ul style="list-style-type: none"> Meeting minutes are written by NGO staff 		
Financial Management				
Financial policy and its compliance	CMCs have good financial policy			
Fund raising/ resourcing and fund utilization	<ul style="list-style-type: none"> Almost satisfactory accounts keeping Internal audit done for all CMCs 	<ul style="list-style-type: none"> Inadequate funds and no fund raising plan No approach to other organization for funding Poor capacity for proposal development for funding No financial plans 	<ul style="list-style-type: none"> CMC not aware about fund raising and not capable of preparing financial plan CMC not aware of potential donors Poor initiative for fund raising 	<ul style="list-style-type: none"> Orient CMCs to different funding sources and issues Provide training on the preparation of financial plan and NG O facilitation of development of Financial plan for each CMCC Facilitate to develop a fund raising plan for each CMC Facilitation by NGO to help access to donors and providing backstopping support for proposal development and submission to donors.
Leadership				
Leadership quality	<ul style="list-style-type: none"> Most cases leaders listen to members Leaders are skilled in resolving conflicts 	<ul style="list-style-type: none"> In some cases, leaders dominate and influence decision making Fully democratic process not practiced in electing office bearers Leaders partly delivers their responsibilities 	<ul style="list-style-type: none"> Office bearers are not fully aware about their responsibilities. 	<ul style="list-style-type: none"> Provide leadership development and CBO management training to further enhancement of their leadership quality Facilitate the practice of fully democratic process in electing office bearers.
Government Support to Co-management		<ul style="list-style-type: none"> Usually government support is not formally sought Government officials are not pro-active 	<ul style="list-style-type: none"> CMC is not aware about such provision for help seeking Lack of commitment of local government officials 	<ul style="list-style-type: none"> Orient and encourage CMC to seek support from government officials Need strong directives from Head Office to extend support to CMC for conservation and need intervention by project H/O
External Linkages		<ul style="list-style-type: none"> Somewhere linkages with external entities No formal requests made to other organizations in favour of conservation 	<ul style="list-style-type: none"> CMOs not much aware about such linkage building and necessity of support for conservation Lack of initiatives 	<ul style="list-style-type: none"> Facilitation of linkage building by NGO Orient and facilitate interaction with various stakeholder organizations for support in favour of conservation.

Annex 1: Assessment Scorecard

Annex 2: CMO structures

Annex 3: Assessment schedule and coverage

Annex 4: Site/CMO specific findings of note